



SECURITY MANIA

Berlin's neuroses baffle the bankers

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EUROPE'S BUSINESS NEWSPAPER

# FINANCIAL TIMES

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## World News

### Italy steps up battle against the Mafia

The Italian Senate agreed to accelerate approval of legislation equipping the country's anti-Mafia Commissioner with new special powers. Parliament's increased sense of urgency followed the murder of a senior Sicilian judge on Sunday and a subsequent threat by recently-appointed Commissioner Domenico Sica to resign after his first year in office. Page 16

### Bullets protest

The US criticised Israel's use of plastic bullets against Palestinian protesters, saying there was no justification for a policy designed to increase the number of casualties in the occupied territories. Earlier story, Page 4

### Kosovo arrests

Yugoslav police arrested 41 ethnic Albanians suspected of favouring separation of Kosovo province - the scene of growing ethnic tension between Albanians and Serbs - from the rest of Yugoslavia. Page 2

### Iraq sanctions vote

The US House of Representatives approved a bill envisaging limited trade sanctions against Iraq's alleged use of chemical weapons. Page 3

### Kabul centre shelled

Thirty-five people were killed and more than 150 injured when a rocket landed in a central square in Kabul during a rebel missile attack.

### Cit-for-tat expulsions

Czechoslovakia accused two British diplomats of spying and ordered them to leave within 14 days. Britain said the move was in retaliation for its expulsion of three Czech spies last week. Page 2

### New Burmese party

Burma's opposition National League for Democracy registered as a political party with the army-backed Election Commission but said it had not yet decided to participate in any future poll. Border insurgency. Page 4

### No Spanish witness

Spain said it would not agree to a British request for its police to testify at the inquest on three Irish Republican Army members shot dead by British forces in Gibraltar. Page 7

### Angola 'progress'

Delegates at complex peace negotiations in Angola and Namibia in Brazzaville, brushed aside an earlier row over conflicting positions, said progress was being made and that talks would continue into an unscheduled fourth day. Both's Zaire trip. Page 4

### Indian bank strike

Bank employees across India went on strike for improved wages and working conditions, highlighting some of the problems of the mainly state-owned banking system. Page 4

### Threat to marathon

South Korean student demonstrators threatened to disrupt the marathon - the last event of the Olympic Games - if the authorities did not free national student union president Oh Young-ahk.

### Space-struck star

US country singer John Denver offered to pay \$10m for a trip on a Soviet space ship, the weekly Moscow News reported.

## Business Summary

### Fiat profits reach record L202bn in first half

ITALY'S Fiat Group maintained steadily rising profits in the first half with a 21 per cent increase in consolidated pre-tax profits on sales of L22,696bn (£16.2bn), 14.3 per cent above the same period last year. Continuing boom in the European car market helped the group to record first half profits of L202bn before tax. Page 17

### RENAULT gave strong support

to French Government efforts to protect the European car industry from Japanese imports. Raymond Levy, chairman and chief executive of the state-owned automotive group also backed refusal by Paris to treat Nissan cars built in the UK as European-produced. Page 16

### CABLE & WIRELESS, international

telecommunications group launched a £288m (£471m) bid for Telephone Rentals, second largest UK distributor of telecommunications equipment. Page 17

### DEUTSCHE BANK of West Germany

world's 10th-largest banking group, announced purchase of 50 per cent of Bain & Co, Sydney-based brokerage firm and financial services group, for an undisclosed sum. Page 20

### AIR CANADA's is to offer

30 shares to the public at \$38 each (US\$6.5), suggesting Government and management concern that the issue should succeed. Page 18

### MONTEDISON, Italian chemicals

company controlled by Raul Gardini's Ferruzzi group, plans to offer \$71m to buy out minority shareholders of Anisomat, Wall Street quoted special chemicals subsidiary. Page 16

### WARNER Communications

and Lorimar Telecinco said that despite an adverse court ruling they would proceed with their \$600m merger. Page 18

### KIRK KERKORIAN, US West

cost businessman, has produced a new plan to raise capital for MGM/UA Communications, the film and television studio he controls, two months after a controversial plan collapsed. Page 18

### SEARS ROEBUCK, largest US

retailing and consumer financial services group, said its president Richard M. Jones, would retire this year after 38 years of service. Page 20

### NEW ZEALAND Futures

Exchange may grant full membership rights to foreign companies without local subsidiaries, according to Lincoln Gould, the exchange's marketing manager. Page 21

### JAPANESE BANKS and securities

houses are worried about the establishment by foreign financial houses of a prototype grey market in new Japanese Government bond (JGB) issues. Page 21

### SOUTH KOREA is expected

to achieve a current account surplus of more than \$1bn this year, double the Government's target, according to the central bank. Page 4

### SAUDI ARABIA has started

broader its market for "development banks" by allowing its banks to sell directly to individuals as well as private corporations. Page 22

### NISSAN MOTOR, second largest

Japanese automotive group, aims to build more than 25 per cent of its production volume overseas by the early 1990s, Yusaku Kamei, Nissan president, said at the Paris Motor Show. Page 20

## Kremlin calls urgent talks on radical party overhaul

By Quentin Peel in Moscow

AN EMERGENCY plenum of the Soviet Communist Party's central committee has been summoned for Friday to finalise plans for a radical overhaul of the party bureaucracy - one of the most critical and sensitive political reforms proposed by Mr Mikhail Gorbachev, the Soviet leader.

News of the meeting - which are often not announced until they take place - emerged in New York, where Mr Eduard Shevardnadze, the Soviet Foreign Minister, cut short his visit to the United Nations.

His spokesman, Mr Gennady Gershtinov, confirmed the convening of the meeting and its purpose. "The plenum will be devoted to the reorganisation of the party apparatus, including the central committee itself."

Mr Gorbachev said last week that the ruling Politburo had reached a decision on the reform of the party bureaucracy, which must now be agreed by the 400 or so central committee members. The aim of the reforms is to cut back the direct interference of the party machine in day-to-day government, with, in effect, two governments operating side by side, both at the national level and all the way through the Soviet system, at republican, regional, city and district level.

The reform has aroused strong resistance within the party ranks, where thousands of full-time officials are likely to be seconded into new and less-privileged jobs.

The unknown question is whether he has been forced to compromise - the fact that Mr Shevardnadze, a close ally in the Politburo, has been summoned back at short notice, suggests that the Soviet leader is looking for all the support he can get.



Shevardnadze: summoned at short notice

## Economic reforms 'speeding up inflation'

By Quentin Peel in Moscow

THE ECONOMIC reforms introduced by Mr Mikhail Gorbachev, the Soviet leader, have resulted in inflation reaching "threatening proportions," according to a senior Soviet official.

The demand on factories to pay their own way through real accounting has resulted in hidden price rises, a switch to the manufacture of more expensive products, and a general acceleration of the rate of inflation, members of the country's State Bank of the traditional rubber stamp parliament - have been told.

The claim appears to be part of a growing backlash from senior state officials against the pace and direction of the Soviet reforms which have greatly reduced the powers of the centralised state planning bodies in favour of greater independence for enterprises.

It also amounts to a rare admission of the problem of inflation. Among price rises quoted to the deputies, members of a

preparatory commission for next month's major budget debate in the assembly, were 20 per cent for bread over the past two years, 15 per cent for fruit and vegetables, 15 per cent for socks and stockings, and 10 per cent for televisions.

According to a detailed report of the debate published yesterday by the newspaper Socialist Industry, the deputies strongly criticised the state pricing committee, Goskomzhen, for "trying to hide the true state of affairs."

In retaliation, Mr L. Gorbachev, deputy chairman of Goskomzhen, blamed the price rises directly on the new economic reforms, and "the unlimited independence of the enterprises in setting prices and chasing profits."

He also blamed the co-operatives being set up alongside state enterprises for charging prices double the state-controlled levels.

He said that a 60 per cent increase in the turnover of goods - although he did not specify what sort of goods

### Moscow increases pressure on rebels

The Soviet Union is stepping up its campaign of vilification against Armenian nationalist leaders, accusing them of promoting unrest to disguise their own corruption and criminal activities. The newspaper Pravda principal mouthpiece of the Communist Party's Central Committee, also accused police and security services of being "indecisive and inconsistent" in failing to crack down on ringleaders of the renewed strikes and mass demonstrations in Armenia and Azerbaijan. Page 2

### Mr Gorbachev yesterday

reaffirmed his determination to press ahead with the reforms, however. The Soviet leader, shown on state television smiling and relaxed, was quoted telling Erich Honecker, the East German leader, that he remained committed to political, social and economic renewal.

"The further we go along the path of perestroika, the more sure we are about the correctness of our choice," he told the East German leader.

was achieved through price increases, not extra output.

He also cited the officially sanctioned price supplement which may be charged for new or particularly fashionable goods, which had jumped from 15 per cent in 1985 to 30 per cent today.

Mr Gorbachev submitted a report on "Measures to overcome the tendency towards price rises" which would introduce a new universal system of price controls, based on the market, which had jumped from every town with a population bigger than 30,000.

His proposal appears to fly in the face of the decentralisation of economic decision-making which Mr Mikhail Gorbachev is trying to promote.

A similar plan for the maintenance of strong central control was made in the Council of Ministers recently by the head of the state purchasing committee, accusing individual enterprises of flooding the central planning bodies.

However, the proposal was treated with disdain by yesterday's newspaper report: "Just imagine, a whole new state committee for controlling prices," it said. "If we don't find sensible economic solutions to the problem today, and once again rely on administrative pressure, then they will continue to grow."

A wholesale price reform has been promised by the Soviet authorities, but the issue is already proving to be politically explosive - and Mr Mikhail Gorbachev has promised that it will not be introduced without a national debate.

In the meantime, individual producers are caught in a trap. The deputies were addressed by Mr R. Fyodorov, a senior official in the Ministry of Bread Production. "Many types of bread we produce were making us a loss," he said. "Therefore last year we had to start producing more expensive brands. However, even their quality was poor, but how are we supposed to reject them if they bring high profits?"

### In a speech last weekend to

media executives in Moscow, he said the brunt of the cuts would be borne by the central committee apparatus itself. The implication of the reforms is that the industrial and economic departments of the party, which have traditionally issued direct orders to industries and enterprises, superseding the government, should be disbanded.

Mr Gorbachev's aim is to return the ruling party to "political and organisational work", giving much greater freedom of initiative to enterprises themselves.

He has promised that the size of the bureaucracy will be significantly reduced - meaning that thousands of the most privileged officials in the country will have to be found new, and almost certainly less privileged jobs.

"Its size will be reduced," he said. "We think the party apparatus will be very seriously strengthened with the best cadres, and its level will rise."

At the same time, the ruling party has already started a "report and election" campaign, in which officials at every level have to report back to party meetings, and stand for re-election. When Mr Gorbachev was in Siberia 10 days ago, he said some 40 per cent of officials were changing as a

## Bonn calls for free trade to ease debt flow

By David Marsh in West Berlin

DEVELOPED and developing countries yesterday joined forces to call for fresh efforts to open markets for Third World exports as part of attempts to ease debt burdens.

The lead among developed nations was taken by Mr Gerhard Stoltenberg, the West German Finance Minister, who launched a forceful attack on protectionism in a speech to the IMF/World Bank meetings in West Berlin. His views were echoed by speeches from China and South Korea.

Mr Stoltenberg, who coupled his call for more open markets with some self-satisfaction at better West German growth prospects this year, defended his country against charges that its current account surplus was still too high.

Mr Stoltenberg said that the West German external balance was likely to fall to between 2 and 2.5 per cent of gross national product from 3 per cent in 1987.

The West German Finance Minister stressed that more had to be done to allow developing nations to realise their growth potential.

He said: "One cannot expect developing countries to increase their exports while at the same time frustrating the success of their efforts. History has taught us that there can be no gain from protectionism."

Mr Stoltenberg also laid down Bonn's line that a "market and growth-oriented strategy" was the only effective alternative for overcoming the debt problems of the middle-

income developing countries. This approach was in marked and sceptical contrast to the more far-reaching proposals for relieving the debts of these countries unveiled by Japan on Tuesday. Details of the proposals remain vague.

The anti-protectionist theme was also taken up by China, building on its unofficial role as one of the main representatives of developing countries' interests in the international financial community.

Wang Bingqian, Peking's Finance Minister, said trade protectionism was "running rampant" and declared that developed countries should further open up their markets to developing nations' sales.

In a passage clearly aimed at toning down the economic optimism emitted by most industrialised country speakers, he warned that most developing countries had achieved only "anaemic" economic growth, with per capita income in Sub-Saharan countries, for example, still declining.

Resource transfers to developing countries had dropped or even turned negative. "Without the co-operation of the international community and without timely action by the developed countries in particular, the prospects for the world economy admit no optimism," said the Chinese Minister.

Il Kwon, the South Korean Finance Minister, stressed his disquiet about expanding the scope of trade legislation and increased use of discriminatory trade measures.

## Lawson says deficit well above estimate

MR NIGEL LAWSON, Britain's

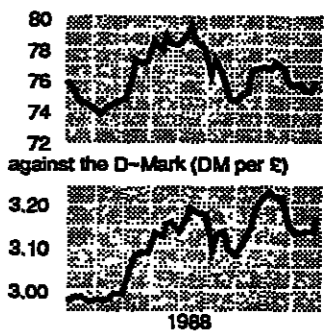
Chancellor of the Exchequer, yesterday acknowledged that the UK's current account deficit was likely to be at least three times the £4bn (£6.7bn) predicted in the March budget.

He said, however, that Britain would not seek a progressive devaluation of sterling or a tighter fiscal policy to close the gap. The deficit would be "self-correcting" over time. The markets read this as a signal that Britain was prepared to underwrite the pound, and the currency rose against the D-Mark and the dollar.

IMF reports, Page 6.

### Sterling

Index - Av. 1975 = 100



## Deutsche Bank buys stake in big Australian brokerage firm

By Chris Sharwell in Sydney and Haig Simonian in Frankfurt

DEUTSCHE BANK of West Germany, the world's tenth largest banking group, yesterday announced the purchase of a 50 per cent stake in Bain & Co, the Sydney-based brokerage firm and financial services group, for an undisclosed sum.

The deal removes from the Australian broking scene yet another of its few large independent firms. Earlier this month First Boston of the US acquired MacNab Clarke, the two biggest independent left-handers of Deutsche Bank Turnbull.

The move also marks a further important step in developing Deutsche Bank's international investment banking activities - a pattern began most notably with the establishment of Deutsche Bank Capital Markets in London in the mid-1980s and complemented by the expansion of investment banking operations in New York, and more recently, Tokyo.

The agreement between Deutsche and Bain follows intense market speculation about the future of Bain, which has a strong reputation both as a dealmaker and for its research but has lost some of its senior partners. The company was forced to shed a large number of staff in the wake of last October's stockmarket crash.

A statement said Bain would retain management control of the firm and would continue to run its stockbroking activities and other business autonomously. Representatives of Deutsche Bank, however, will join its board.

For Bain, the statement said, the bank's entry offered a range of international resources and services, including opportunities in the single European market after 1992, and support for growth worldwide of its investment banking business.

Deutsche, having consoli-

dated its position in the world's three key international investment banking centres, has been seeking to expand in other important, but slightly more peripheral, markets.

Last year, it bought a 50 per cent stake in McClean McCarthy, a small Canadian investment banking and securities trading operation based in Toronto. That stake was increased to 100 per cent in July.

The latest Australian acquisition is in much the same light, if appreciably bigger. Deutsche Bank has been progressively developing its coverage in the Canadian and Australian dollar markets in recent years.

The bank plans to use the link with Bain & Co not only to place Australian debt and equities more broadly around the world, but also to improve sales of European securities in Australia.

Continued on Page 16

## MARKETS

Table with market data including Aluminums, Sterling, Stock Indices, and Interest Rates.

## CONTENTS

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Advertisement for Baker Harris Saunders, featuring a large illustration of a building and text about moving stores and estate agents.

EUROPEAN NEWS

Broadside from Brussels over Thatcher view on EC

By David Buchan in Brussels

BRITAIN'S Prime Minister, Mrs Margaret Thatcher, yesterday drew a two-pronged political broadside from Mr Wilfried Martens, her Belgian counterpart, and Mr Jacques Delors, the European Commission president, for her sharply-expressed resistance to further major moves towards European union.

speeches in Belgium and Luxembourg last week "Mrs Thatcher has opened up a political debate which is the right - even the duty - of other heads of government to participate".

more necessary, Mr Martens said, because of his belief that the EC competence should be extended to monetary, defence and foreign policy.

There was yesterday no hard evidence that Mr Martens and Mr Delors were deliberately concerted the start of a political counter-offensive by continental Europe, where Mrs Thatcher's speeches of last week were generally criticised for their negative tone.

Having served nine of the past 10 years as Prime Minister, he was Mrs Thatcher's "longest-serving" counterpart in Europe - thus hinting that this was why he had chosen to speak out.

views of President Francois Mitterrand and Chancellor Helmut Kohl on the issues raised by Mrs Thatcher, and he expected them to make them known shortly. The planned EC summit in Rhodes in December might be a forum for a wide-ranging political debate, he said. In fact, had been the plan of Mr Andreas Papanastasiou, as current president of the EC Council, to schedule such a debate, before the Greek leader's hospitalisation in London put this in some doubt.



Delors: covering fire

Police and 'chaotic ones' clash in W Berlin

By Leslie Collett in West Berlin

INCREASINGLY intense clashes between riot police and demonstrators protesting against the current IMF and World Bank meetings in West Berlin have aroused fears that the worst is yet to come.

"I am afraid many young demonstrators have been radicalised by the police overkill," a senior official of the West Berlin city administration said yesterday.

He and other West Berliners were concerned that the ranks of the anarchistic Autonomous Groups will be swollen by young protesters caught in repeated clashes in West Berlin's city administration area yesterday.

The masked anarchists, frequently known as the "chaotic ones", have smashed shop windows and sought battle with the hated police "bulls", as they are called by demonstrators, during evening after peaceful protesters had dispersed.

With clockwork regularity, a script worthy of the Marxist German playwright Bertolt Brecht has been followed several times daily in West Berlin, as the city administration, police, officials and bankers - barred about in sleek Mercedes and BMW limousines - to and from the meetings - represented the "ugly face of capitalism" to thousands of idealistic young demonstrators who gathered to protest against the latest "stage" of the Third World.

These were prevented from confronting their adversaries directly by an army of 8,700 policemen from West Berlin and West Germany, the largest such force assembled for decades in the city of the Federal republic. The anger of many demonstrators was vented, predictably against policemen in full riot gear.

The police had strict orders not to allow the young protesters to detract from the desired image of West Berlin as a law-abiding, secure place in which to do business.

A Christian Democratic city administration, headed by its ambitious mayor, Mr Eberhard Diepgen, has made every effort to change West Berlin's reputation among West Germans from that of a vast home for the elderly infirmary by shifting young people into the city of a forward-looking city, one of the most advanced in the world.

The administration, which determined not to let its sometimes unruly young citizens stand in the way of its ambitions to become a leading European convention centre, its opportunity to play host to the much-regarded meetings without a hitch was seen as the acid test.

The smallest authorised demonstrations were immediately surrounded by phalanxes of riot policemen as earnest young female activists in leather tracks enumerated the alleged crimes against the Third World by industrialists as disparate as West Berlin's Technical University and a large clothing shop.

Kremlin grows more strident over Armenian rebels

By Quentin Peel in Moscow

THE SOVIET authorities have stepped up a campaign of vilification against Armenian nationalist leaders whom they blame for renewed strikes and mass demonstrations in Armenia and Azerbaijan.

At the same time the police and security services in the area have been accused by Pravda, the principal mouthpiece of the Communist Party central committee, of being "indecisive and inconsistent" in failing to crack down on the ringleaders of the unrest.

The accusation against nationalist Armenian leaders - repeated in recent days by a Soviet government spokesman, a senior police chief, and now Pravda - is that they are stirring up unrest to cover up their own corruption and criminal activities.

So far, however, none of the leading figures at demonstrations in both Yerevan, the Armenian capital, and Stepanakert, capital of the Nagorno-Karabakh enclave in Azerbaijan, has been detained under the sweeping security powers available to the Soviet state.

The demonstrators are seeking to force Moscow to reconsider its refusal to transfer Nagorno-Karabakh from the jurisdiction of Azerbaijan to that of Armenia - a long-standing nationalist grievance which has aggravated ethnic tensions for the past nine months.

The informal leaders belong to the so-called Krunk Committee in Nagorno-Karabakh, and the Karabakh Committee in Yerevan.

Reports from the region suggest that they enjoy widespread popular support - underlined by huge demonstrations in the streets, running into hundreds of thousands - and have therefore so far been treated with kid gloves by the Soviet authorities.

In Nagorno-Karabakh, it was openly admitted in the summer that the local Communist Party had lost control of the situation.

Paris forced to act in broadcasting row

By Paul Betts in Paris

THE DEEPENING pay strike in France's public sector broadcasting industry, which has seriously disrupted television and radio programmes during the past eight days, has forced the Socialist Government to intervene directly in the search for a settlement.

The Government had sought to stay out of the dispute, which is threatening to spread to the private broadcasting sector and which has presented it with its first major labour confrontation since it returned to power in June.

Three prescriptions for a delicate Finnish economy

Olli Virtanen reports on a major effort to retrieve a deteriorating situation

A MAJOR tax reform is usually made once every 20 years says Mr Erkki Liikanen, the Finnish Finance Minister. A wage stabilisation package is strapped up every 10 years, and the budget, of course, comes out every year. In early September, he said, Finland got all three within a period of seven days.

The fiscal reform, true to the current fashion in the Western world, is intended to cut the rates at which income and corporation taxes are levied while broadening the tax base through the progressive abolition of a whole series of tax-deductible allowances.

The 1989 budget makes a start by cutting income tax by an average of 0.5 per cent. The top rate will be reduced from 51 to 44 per cent next year, and to 40 per cent by 1991.

The fiscal burden on companies will actually rise next year as a series of allowances will be abolished and the basic rate of corporation tax will remain unchanged at 33 per cent: but it is due to come down to 28 per cent by 1990.

At the same time, in a characteristically Finnish spirit of consensus, the Government and the umbrella trade union bodies have agreed to a major "stabilisation" plan designed to keep next year's nominal wage increases at mere 1 per cent: thanks to tax adjustments and previously agreed wage deals, real incomes should still increase by 2.5 per cent in 1989.

But any smugness on Mr Liikanen's part would be premature. A large number of individual trade unions have indicated rejection of the agreement signed on their behalf by the captains of organised labour.

In short, some 40 per cent of the 134 union members covering the central organisations may decide to bargain for higher wages next March, threatening to topple the carefully erected house of cards.

"Liikanen's super-week", as the deals were dubbed, reflects the serious state of the Finnish economy. There was an urgent need for a concerted effort to save it from accelerating inflation, a rising current account deficit and collapse of industrial competitiveness.

The inflation rate is expected to rise from 3.7 per cent in 1987 to 4.5 per cent this year, while the current account deficit will probably sink from just over FM9bn (£1.2bn) this year to more than FM15bn in 1989.

Meanwhile, gross domestic product growth will slow to 2 per cent in 1989, just half this year's figure.

Police seize Kosovo 'activists'

By David Goodhart in Bonn

YUGOSLAV police have seized 41 ethnic Albanians suspected of trying to break links between Kosovo Province and Yugoslavia, the Interior Ministry said yesterday. Reuter reports from Belgrade.

The ministry statement, carried by the Tanjug news agency, revealed the biggest police swoop in Kosovo since Albanian riots there in 1981. It was also the first major action since paramilitary police were sent in to help quell growing unrest among Kosovo's Albanian majority and its minority Serbs.

In a separate statement carried by Tanjug, Kosovo provincial police said they seized guns, ammunition, printing equipment and subversive propaganda when they raided the group.

Tanjug said the group was seized on Tuesday on suspicion of "hostile criminal acts from the position of Albanian nationalism and separatism" and for inciting "national, racial and religious hatred and intolerance" - Yugoslav parlance for groups accused of trying to annex Kosovo to neighbouring Albania.

It said federal police staged the action jointly with police from Kosovo, Serbia, Yugoslavia's biggest republic, and Macedonia, a Yugoslav republic adjoining Kosovo.

The federal police are a special paramilitary force. One unit was sent to Kosovo last November and this month moved from its barracks to police 22 tense Kosovo communities. The authorities said last week they were reinforcing the unit.

Tanjug said the group, whose ages ranged from 20 to 35, included eight women. It said many had been involved in hostile activity before and 18 had criminal records.

Ethnic tensions between Kosovo's 1.7m ethnic Albanians and its 200,000 mainly Serbian Slav minority has been high since Kosovo Albanians rioted in 1981.

Hundreds of thousands of Serbs staged protests during the past two months, alleging Kosovo Albanians are persecuting the Serbs. The protesters have also demanded the sacking of more than 40 Yugoslav politicians for ignoring Albanian separatist moves.

A rift has opened up between Serbia, of which Kosovo is an autonomous province, and other regions of Yugoslavia. Mr Slobodan Milosevic, Serbian leader, is pushing for constitutional reforms to cut Kosovo's autonomy and crack down on separatism.

Prague retaliates against UK with expulsion of envoys

By Robert Mauthner, Diplomatic Correspondent

CZECHOSLOVAKIA yesterday retaliated for the expulsion last week of three of its envoys from Britain for spying by ordering two British diplomats in Prague to leave within 14 days.

The expelled men, Wing Commander John Maynard, an air attaché, and Warrant Officer Graham Addy, an administrative officer in the embassy's defence section, were accused by the Czechs of having been engaged in "gathering information of an intelligence character, which was in direct conflict with their position."

Sir Geoffrey Howe, the UK Foreign Secretary, who is in New York for a meeting of the United Nations General Assembly, was immediately informed of the Czech decision, which provoked a sharp protest from Mr John Macgregor, Britain's chargé d'affaires in Prague.

Bundespost awards European mobile telephone contract to Siemens group

By David Goodhart in Bonn

THE West German Bundespost yesterday announced that the contract to build the infrastructure for the German part of the new Pan-European mobile telephone network would go to Siemens.

Although the consortium DMCS 900 - of Philips, Teleorma and Bosch - will be co-operating with Siemens on some aspects of the work, the decision to give the contract to the West German "national champion" is likely to attract criticism from other European manufacturers.

When the bulk of West European contracts agreed last year to go ahead with the digital cellular network it was stressed that tendering ought to be more open than usual. Siemens has only signed a "letter of intent" with the Bundespost, but work is expected to start soon and the system is supposed to be working by 1991.

Bulgaria releases air crash findings

By Judy Dempsey in Vienna

BULGARIAN authorities, in an apparent attempt to dampen persistent rumours surrounding the circumstances of an air crash in which 29 people were killed, have released the findings of a commission set up to investigate the accident.

The commission, which consisted of aviation, medical and other experts, concluded the pilot was responsible for the accident, which occurred on August 2.

The report, quoted by BTA, the state-run Bulgarian news agency, claimed the crew captain had not checked that the stabiliser was not in a taking-off position, which turned out to be fatal.

The release of the report is also seen as an attempt by Bulgarian authorities to be more open on sensitive issues such as accidents.

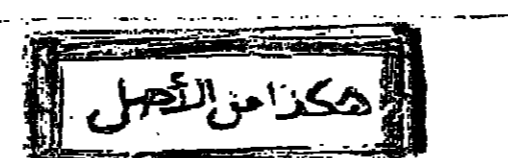
Spanish opposition asks leading member to resign

Spain's right-wing opposition party, the Popular Alliance (AP), yesterday asked one of its leaders to resign as vice-president of the Senate (upper house) for speaking on Chilean television in favour of rule by plebiscite, Reuter reports from Madrid.

The party said the statement by a member of Juan de Arresechaga was contrary to Spain's 10-year-old constitution. AP would decide today whether to take further sanctions.

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AMERICAN NEWS

# Congressmen vote for sanctions against Iraq

By Lionel Barber in Washington

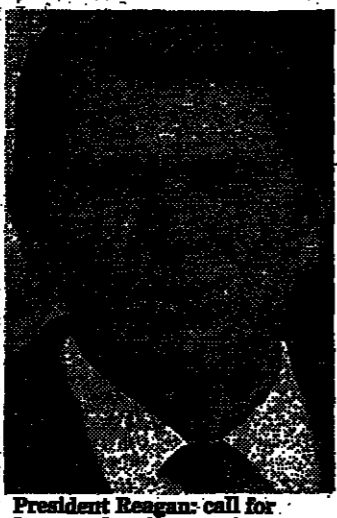
THE US House of Representatives has overwhelmingly approved the imposition of sanctions against Iraq in response to persistent reports that the Iraqi government has used chemical weapons against its Kurdish minority.

The House bill - which bans the export of weapons and sensitive technology to Iraq - is less punitive than a Senate sanctions package approved earlier this month which would also halt US credit and ban US imports of Iraqi oil.

The House bill follows a chorus of international condemnation against Iraq for its alleged use of poison gas to subdue Kurdish rebels. Iraq has also admitted using chemical weapons against Iran in the Gulf war.

The State Department opposes the legislation on the grounds that it could jeopardise efforts to convince Iraq to renounce using poison gas. Some officials are also concerned that US sanctions against Iraq could encourage Baghdad to dig in its heels in the Gulf ceasefire talks with Iran.

This week, President Reagan called for a worldwide ban on the use of chemical and gas warfare - during a farewell address to the United Nations.



President Reagan: call for ban on chemical warfare

Mr Reagan also proposed convening an international conference to highlight the problem of chemical weapons which were supposed to have been outlawed by the Geneva protocol in 1925.

The House and Senate will shortly confer in committee to shape a final bill which will then go to President Reagan for signature. He will then have to decide whether to veto the legislation.

# White House budget director resigns

MR JAMES MILLER, director of the White House Office of Management and Budget, resigned yesterday for a job in the private sector, Reuters writes from Washington.

Mr Joe Wright, the deputy director, will replace Mr Miller. President Ronald Reagan said, announcing the resignation, Mr Reagan said Mr Miller had played a key role in achieving his administration's goals of eliminating excessive federal regulation and bringing down the federal budget deficit.

Since becoming director of the Office of Management and Budget he has been at the centre of our battle to bring the deficit down, and it says some-

thing that it's been coming down almost from the day he took over," Mr Reagan said during a meeting with business leaders and administration officials on government spending matters.

Mr Reagan said Mr Miller would become a distinguished fellow at the Centre for the Study of Public Choice at George Mason University, a distinguished fellow with Citizens for a Sound Economy and chairman of an advisory board to Washington Economic Research Consultants.

Mr Miller thanked the President for the opportunity to work in his administration and promised a smooth transition.

# The candidates learn a few campaign lessons

Both presidential contenders have identified education as a key issue. Lionel Barber reports.

GARFIELD High School in Los Angeles is one of the country's top performers, a predominantly Hispanic school whose success, particularly in maths and calculus, was dramatised in a recent Hollywood movie.

Last May, Vice President George Bush visited Garfield High and declared that intellectual achievement was not the only measure of success in the US.

"We need those people who build our buildings, who send them soaring into the sky," the Yale-educated Vice President told his audience, "we need the people who run the offices, the people who do the hard physical work of our society."

As a student of the labour market, Mr Bush may have been right; but as the Republican candidate who trumpeted his desire to be the "Education President", Mr Bush's remarks amounted one of the more celebrated gaffes in the campaign.

In recent weeks Mr Bush has begun to talk a little more thoughtfully about education, an important political issue because it appeals to the huge swathe of middle class voters



US CAMPAIGN '88 EDUCATION

worried about standards in high schools and the rising costs of sending their children to college. But his proposals still reflect what is true of the rest of his campaign: that he is more concerned with winning votes than discussing policy seriously.

Mr Bush has talked constantly of promoting values in education and mixed such rhetoric with a series of Washington-based "pump-priming" edu-

cation programmes: a new \$500m federal programme of "Merit Schools" providing awards to individual schools with disadvantaged students; a \$50m pool of federal matching funds for states creating "Magnet Schools" which stand out by dint of their specialised curricula; and \$50m (\$1m for each state) to experiment in education reform.

What is striking is how the Bush schemes undercut what many conservatives thought to be the most important intellectual triumph of the Reagan era - the government in Washington. Mr William Bennett, that education expert who has been promoting parental choice, and raising standards.

Mr Dukakis has paid a little more attention to the innovation in the individual states which retain primary responsibility for education. But he too has largely avoided the Bennett agenda and has skirted the sensitive subject of how

better to assess standards in schools.

The Massachusetts governor has focused on four areas: teaching (he intends to create a National Teaching Excellence Fund to recruit and train teachers, to be financed with a first-year investment of \$250m); adult literacy (more than 23m Americans cannot read or write and the number is growing); help for disadvantaged, low-income children; and aid for students wanting to go to college.

This last issue is vital for tapping the middle class vote, and both presidential candidates know it. For Mr Dukakis, it boosts his message that the middle class has been squeezed in the Reagan years; for Mr Bush it amounts to an admission that some families are finding it hard to keep up with the spiralling costs of college education which, for a four-year course, range from \$6,000 for public universities to an average of \$28,000 for private colleges. (The top private universities such as Harvard cost up to \$18,000 a year).

The Dukakis scheme, modelled on the social security

payroll tax system, would supplement federal aid for low-income students which amounts to \$2bn a year. It would allow students to receive government-guaranteed loans that would be repaid by a mandatory withholding of a fixed percentage of income once the borrower got a job.

His campaign staff say the repayment would vary between one-eighth and one-quarter of a per cent of income for every \$1,000 borrowed. A student borrowing \$8,000 (a little below the annual cost of a state college education) would pay \$500 annually, if he or she earned \$50,000. Someone earning \$25,000 would pay \$250.

The Bush plan is a good deal more simple because it amounts to a tax incentive scheme for parents to save money for their children's further education. Income from these new "college savings bonds" would be exempt from tax if applied to college tuition.

Mr Bush's proposal has won over conservatives because it puts the burden on the family

- rather than the individual student and the state - to find the money to fund college education. "It empowers parents," says Dr Chester Finn who has just stepped down as Assistant Secretary at the Department of Education.

By contrast, the Dukakis plan has a redistributive quality in that those students who go on to earn high salaries will have to repay more on their loans. Equally, they will be penalised should they wish to "buy out" of the scheme.

The college loan scheme illuminates Mr Bush's conservative approach and Mr Dukakis's innate liberal philosophy. It is a useful issue because it separates two candidates who have a good deal more in common than they would like to admit. At the very least, the debate has proved more edifying than the disputes over whether school students should daily recite the Pledge of Allegiance to the American flag.

This is the first in a series of articles analysing the presidential candidates' views on the main issues.

# Junta press Pinochet to cancel plebiscite

By Barbara Durr in Santiago

INCREASING concern about a defeat for General Augusto Pinochet in Chile's presidential plebiscite scheduled for October 5 has led top members of the armed forces to try to convince the General to cancel the plebiscite and call free elections within 90 days.

The ruling junta is worried that following a victory by the opposition it would lose control of the transition process and face significant social unrest.

But President Pinochet is apparently adamant that he can win the plebiscite. The spot is a widening division of opinion at the pinnacle of the regime.

The division reflects earlier splits among the four-man junta on whether General Pinochet should have been the candidate.

Under the 1980 constitution, a plebiscite is to be held this year for a simple yes or no vote on a single candidate designated by the junta. If voted in,

the candidate is to rule for eight years in a gradual transition back to full democracy. If the regime loses the plebiscite, free elections for a president are to be called in a year.

Before General Pinochet was officially designated on August 31, a number of regime supporters and two junta members publicly indicated that they opposed him as the candidate. The fact that the General none the less prevailed is testimony to his power as chief of the army, the strongest military service.

There is considerable uncertainty about public reaction to either result. According to recent opinion polls, a Pinochet victory would be most likely to cause street disturbances.

But an ex-senator of the outlawed Communist Party, Mr Volodia Teitelboim, has just returned from exile and called for "a popular uprising" following a defeat for Mr Pinochet.

# Identity card theft claimed in Chile election

By Mary Helen Spooner in Santiago

THE OPPOSITION coalition calling for a "no" vote against Gen Augusto Pinochet in next week's presidential plebiscite has charged that government partisans have offered poor Chileans financial assistance in exchange for turning over their identity cards, without which they may not vote.

The No Command reported cases in eight cities in which men in civilian dress claiming to be police detectives have stopped Chileans wearing "no" badges, demanding identification and then confiscating the identity cards. Right people near the "No" campaign office in south Santiago had identity cards taken by men claiming to be detectives.

The No Command also says that state bank employees had offered to help Chilean slum dwellers obtain housing loans in return for their identity cards and a promise to vote yes in the plebiscite.

# Argentine industrialists hit back

By Gary Mead in Buenos Aires

MR Juan Ciminari, Argentina's Minister for Foreign Trade and Industry, has been attacked by the Argentine Industrial Union (UIA) as part of a battle developing between the Government and Argentina's manufacturers.

The UIA, which gave cautious backing to the Government's new economic measures at the beginning of August, called remarks of Mr Ciminari "offensive, injurious and alarming". Earlier this

week Mr Ciminari described Argentine industrialists as "true courtisans" who overcharge for their products. The UIA added that Mr Ciminari "had never visited an Argentine factory during his term of office".

The row is in context of recent government moves to open up the economy to imports by removing more than 2,000 goods from a list of previously prohibited products. This was one condition

imposed by the World Bank as part of a deal to lend \$1.2bn. Heavily-protected Argentine industry sees the move as a threat to the survival of small and medium-scale manufacturers, who are dependent on producing for the domestic market. They also point to an over-valued local currency presently favouring imports.

Discord between the Government and the UIA threatens the already fragile agreement to hold prices down.

# Air force rebel jailed for 12 years

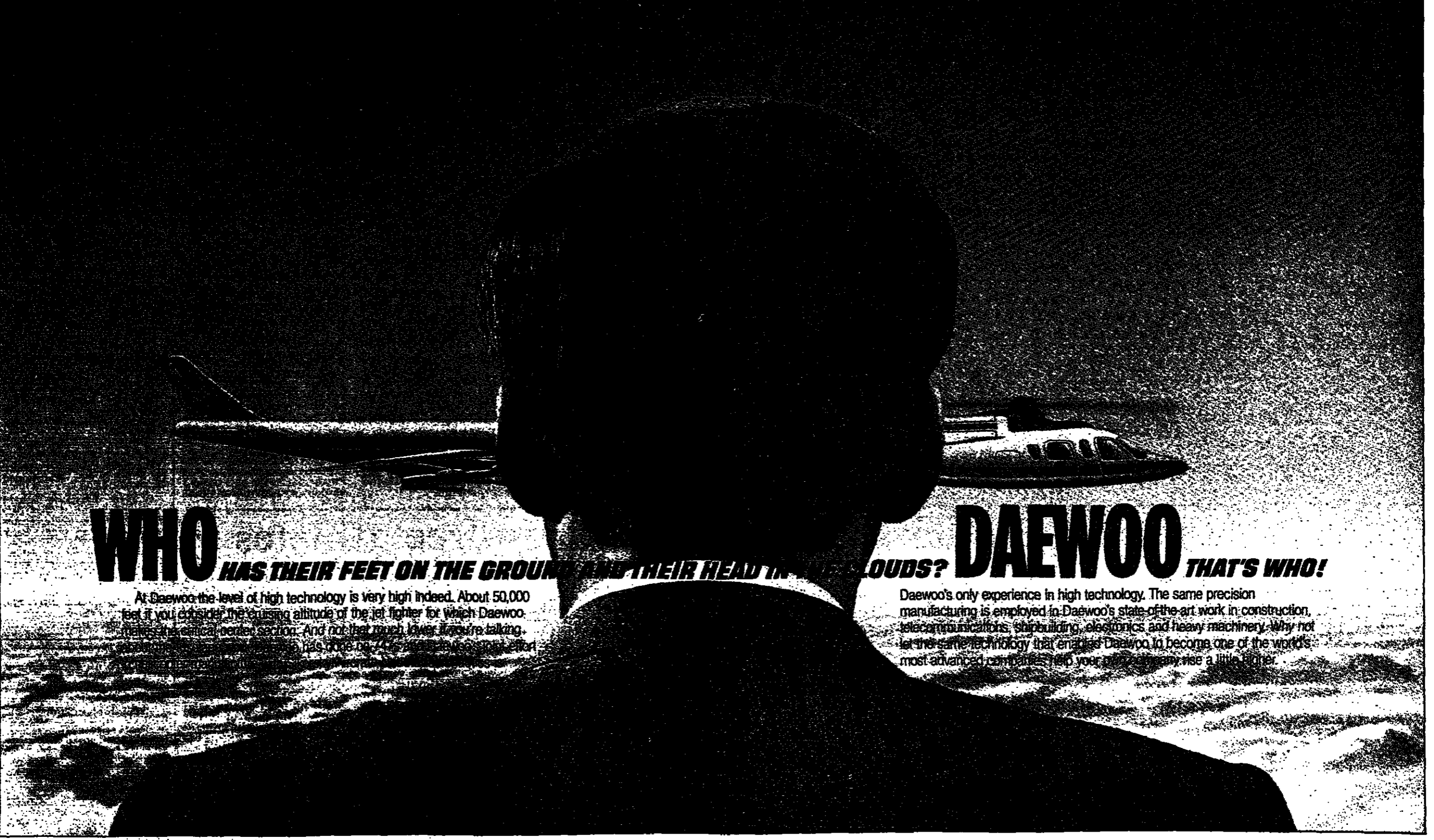
By Gary Mead

COMMODORE Luis Estrella, who in January this year staged an attempted rebellion at the civilian domestic airport in Buenos Aires, has been sentenced by the Armed Forces' supreme council to 12 years' imprisonment and stripped of his rank. Eight other air force officers were jailed for up to eight years for their part in the incident.

Ex-Commodore Estrella's abortive uprising coincided with the second rebellion by army units under the lead of ex-Lieutenant Colonel Aldo Rico, who is now under detention awaiting trial. Lt Col Rico rallied to himself troops protesting against the continuation of trials of army officers for alleged abuses of human rights. He is expected to receive up to 15 years' jail for the mutinies; Government officials have recently stated that his trial will be before the end of this year.

However, a fresh twist was yesterday given to the Rico case, with the resignation of retired Colonel Luis Premoli and other military lawyers from their functions as legal representatives for Rico and others awaiting trial. They argue there is no chance of an impartial hearing for Rico.

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OVERSEAS NEWS

Current account problems worry Australia

By Chris Sherwell in Sydney

MONTHLY figures released yesterday... The current account deficit for August was A\$1.39bn... The figures mean that in the first two months of the financial year, the current account deficit is quickly approaching one-third of the target of A\$9.5bn...

South Korea heads for \$11bn trade surplus

By Maggie Ford in Seoul

SOUTH KOREA is expected to achieve a current account surplus of more than \$11bn this year, almost double the Government's target... South Korea recorded a current account surplus of \$339m in August compared with \$364m in the same month of 1987...

US pressure to appreciate the currency, open markets and reduce exports has spurred efforts by exporters to find new markets... Bank employees across India went on strike yesterday in pursuit of claims for higher wages and improved working conditions...

Cars in Ghana do not die

William Keeling finds some successes in getting the people to adjust to demands of the world economy

"THE engine of the Volkswagen was exhausted," explained the engineer... "Whereas in Britain most of the vehicles would have been crushed into 4 ft square cubes, in this West Africa country they happily play the nation's roads, wheels askew, huffing and puffing..."



Botha: meeting in Zaïre?

Namibia talks in deadlock on pullout

By Michael Holman, Africa Editor

TALKS ON independence for Namibia and the withdrawal of foreign troops from Angola were deadlocked yesterday... The agreement would run over four years and replace the current four-year wage and conditions package which expired in September 1987...

Insurgents renew attacks on Burmese military

By Chit Tun in Rangoon

RENEWED insurgent activity in north-east and south-east Burma in recent days has added to the worries of Burma's new military government... Heavy fighting is still raging in the area with regrouped army troops and air support from the Burma Air Force...

Truck bomb explodes at Syrian post in Lebanon

By Our Foreign Staff

A SMALL TRUCK packed with explosives blew up at a Syrian checkpoint south of Beirut yesterday, killing and injuring several people... Rival Moslem and Christian governments have vied for power since last Thursday when outgoing President Amin Gemayel, a Maronite Christian, appointed an interim military Cabinet...

Thai food irradiation scheme questioned

By Peter Ungphakorn in Bangkok

A BAET 123m (£3m) food irradiation project has aroused controversy in Thailand and Canada with critics accusing Ottawa of trying to foist unsafe technology on a developing country... The Thai science and health ministers took the unusual step yesterday of appearing before the House of Representatives...

Chinese visit to Moscow

Qian Qichen, the Chinese Foreign Minister, will visit the Soviet Union before the end of the year in the first visit by a Chinese foreign minister to Moscow since the Sino-Soviet split of the 1960s...

Mubarak plea

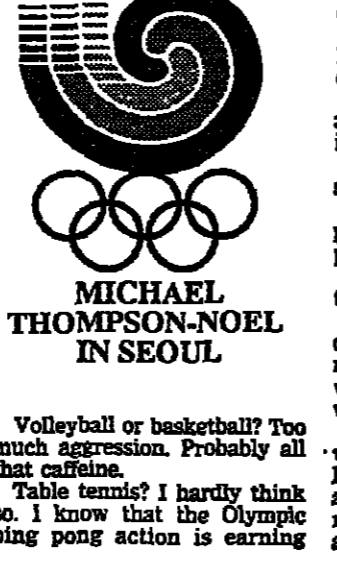
President Hosni Mubarak of Egypt yesterday urged Palestinians in Israel occupied territories to exercise restraint in Israel until after elections in Israel and the US...

Police break up Lhasa protest with tear-gas

POLICE IN Lhasa fired tear-gas to prevent stone-throwing Tibetans from staging an anti-Chinese protest...

A leap in the dark in search of drug-free athletes

enormous ratings on Chinese television, but that is what concerns me. Synchronised swimming? Not on your life. The synchro crowd is unbelievably weird.



MICHAEL THOMPSON-NOEL IN SEOUL

With 17 official sports in action there was an embarrassment of choice, but with so many to follow, apparently in the grip of drugs it was a puzzle to know where to go without falling into an opium den or otherwise besmirching one's reputation... Weightlifting? I ruled that out immediately. Weightlifters appear unable to move from one room to the next without jerking open the medicine cabinet, and their sport is the laugh of the Games. Send them all home, I say - if there are any left in Seoul.

second Johnson on our hands. We can never be sure of that, however, until the doping control laboratory in Seoul, which works throughout the night, has analysed the latest batch of 2,000 samples and flashed the all-clear to the international wire services. It was a quiet day in athletics yesterday, though after the appalling shenanigans in the men's 100 metres, which led to Johnson's downfall, that was probably just as well. Unfortunately for the history books, Carl Lewis of the US, one of the greatest of all Olympic champions and the man who now receives the gold medal following Johnson's disqualification, failed narrowly in the men's 200 metres final, losing by 400ths of a second to his team mate, Joe Deloach, who won in 19.75 seconds. Lewis thus failed in his bid to repeat his four victories in Los Angeles four years ago, though he now has six Olympic gold medals and one silver, with the prospect of another medal to come in Saturday's sprint relay. "What I enjoyed most yesterday was the pole vault. So far as anyone knows, the vaulters are clean - extroverts, certainly, but as clean as new whistles. Unfortunately for the vaulters, they are for ever being interfered with. Yesterday, for example, Radion Gataouline of the Soviet Union was all ready to tackle 5.95 metres when 18 plumed trumpeters marched right in front of him and formed two lines while officials rolled out the red carpet so that Joe Deloach could be given his gold medal for the men's 200 metres. Gataouline failed at 5.95 metres, taking the silver medal while team mate Sergey Dubka collected the gold. You would think that vaulters would be depressed, and in need of major stimulants. But I am told that they are clean.

Czechoslovakia to renew links with Israel

By Eric Silver

CZECHOSLOVAKIA is to send a consular delegation to Tel Aviv as a first step towards a resumption of diplomatic relations broken off during the 1967 Arab-Israeli war... The announcement followed a meeting at the United Nations in New York on Tuesday night between Mr Shimon Peres, Israeli Foreign Minister, and Mr Bohuslav Chinnoupek, his Czechoslovak counterpart.

Avowed desire

These are the first democratic elections since 1979 and will provide a test of the Government's avowed desire for a genuine participatory democracy.

Mr Left Jerry Rawlings, the nation's leader, explained that the aim of the third general elections and the policy of decentralisation are intended to transfer the machinery of government from the regional capitals to the communities and get all involved in the administration of the country... The make-up of the assemblies will, however, depend greatly on the attitude of the Government. One-third of the assemblymen will be appointed by the central authorities, ostensibly to ensure a balance of skills that might otherwise be lacking, and the political platforms will be carefully regulated by centrally appointed District Election Committees. In the past Ghanaians have taken the electoral leap and plunged into a politico-economic morass. The Government has reason to be cautious but unless it gives the assemblies some independence their raison d'être, a means of identifying and supplying the needs of the rural majority, will be negated. Through the District Assemblies, Dr Botchway will be hoping that a small injection of democracy may spur the chit-chitty bang-bang economy of Ghana into finding its wings.

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IMF AND WORLD BANK MEETINGS

UK deficit 'will be triple' forecast

By Philip Stephens in Berlin and Simon Holberton in London

MR NIGEL Lawson, the British Chancellor of the Exchequer, acknowledged yesterday that Britain's current account deficit was likely to be at least three times the £4bn (£6.7bn) he predicted in his March budget.

Britain's inflation rate would be temporary, but he would say only that the trend would reverse "some time" in 1989.

Both would be self-correcting in that higher investment would generate additional output and that the private sector would not be prepared to build up its debt indefinitely.

Six years into the crisis, debt initiative fatigue sets in

By Stephen Fidler in West Berlin

SIX YEARS into the debt crisis, debt fatigue is well established. But it only took six days of events surrounding the IMF and World Bank annual meetings in Berlin for debt-initiative fatigue to start setting in.

The 10-point pact would include adjustment programmes which explicitly promote growth and World Bank loans to offset principal and interest paid by developing countries.

by banks to seven days or less - virtually useless for trade. Official credits were lost, capital flight increased and as a result reserves fell.

Berlin's neuroses baffle the bankers

David Marsh on the suffocating security in the 'City of Freedom'

BEFITTING a city enveloped by zigzagging bands of concrete, Berlin has many sides. Its central place in the East-West power game also gives it a way of projecting its own neuroses beyond the Wall to the rest of the world.

Mr Alfred Herrhausen, the chief executive of the Deutsche Bank, who likes to strike a tone of compassionate hauteur over the way bankers should approach the debt crisis, has also been taking a lofty approach to the Berlin unrest.

security forces' vast outnumbering of the handful of overt protesters, it was not all a little overdone. He replied indignantly that 500 metres down the road, where bands of stone throwers were allegedly gathering, it would be a different story.



recommend the go-ahead for \$1.25bn in loans to Argentina, before an IMF economic programme was in place. However, he was confident these problems could be sorted out.

Poland hits at export credit curbs

By David Marsh

THE Polish government yesterday said it aimed to bring its external payments to equilibrium by 1991, but at the same time called for the West to lift barriers on international export credits impeding its growth potential.

debt of around \$37bn. He also pledged full commitment to political and economic reforms clearly modelled on Mr Mikhail Gorbachev's restructuring drive in Moscow. He warned, however, that debt servicing would not adversely affect long-term economic growth and the standard of living.

earning an annual \$6bn. This would give Poland "a solid capacity to service fully the foreign debt", he said.

WORLD TRADE NEWS

Japanese 'responding over copiers'

By Tony Jackson in Tokyo

JAPANESE photocopier manufacturers charged with dumping by the European Commission said yesterday they had already changed their practices to conform with EC rules.

Three leading producers, Toshiba, Matsushita and Konica, face anti-dumping duties for failing to keep the local content of their European-produced copiers to an agreed level of 40 per cent.

EC meat exports may face US ban

By Tim Dickson in Brussels

EUROPEAN Community meat exports to the US could be banned even if Brussels and Washington sort out the current trade row over American imports of hormone-produced beef, a senior US Government official has warned.

regulatory scheme adopted in Europe - an unscientific and unenforceable ban. "It is well known that control mechanisms for detecting the illegal products and preventing their entry into the food chain are largely ineffective."

Dr Crawford said. EC meat exports to the US amount to no more than \$2m, but the latest threat should be seen in the light of the approaching end of the one-year exemption - on December 31 - which the EC granted the US from its blanket ban on hormone-produced meat.

Indonesian private steel mill wins development credit

By John Murray Brown in Jakarta

A PRIVATE Indonesian company has won backing from the Asian Development Bank to build a semi-integrated steel mill at a total cost of \$78.5m.

with capacity of 200,000 tonnes a year, together with electric arc furnace and continuous casting producing 236,000 tonnes of blooms, the raw material for the rolling mill.

Californian tax move fails to satisfy UK

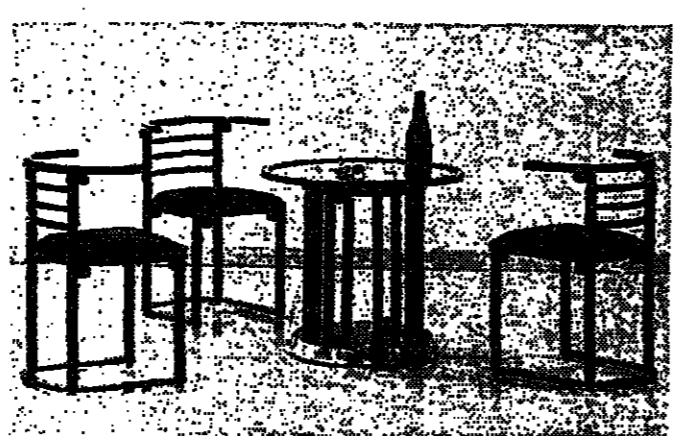
By Peter Montagnon, World Trade Editor

MODIFICATIONS to California's tax legislation have failed fully to satisfy the objections of British companies worried about its practice of taxing income on the basis of their world-wide income.

Austrians target exports by design

Judy Dempsey on a revival shown by family furniture firms

AUSTRIAN furniture and design, which captured the imagination of the international artistic movement in the 1920s, is making a comeback. But the remarkable aspect of this renaissance is that buyers from Japan and other Southeast Asian markets are beginning to flock to Vienna to purchase these high quality products.



Furniture by Wittmann which is attracting the Japanese

Such is the trend which has affected Thonet, an old family firm whose origins go back to 1819. Thanks to the sharp and aesthetic eye of Prince Metternich (1773-1859), Austria's most famous Chancellor, Michael Thonet (1796-1871) was brought to set up his business in Vienna.

maria Scherzinger-Thonet and her brother George, who are the fifth generation, is thriving again, particularly in the export trade.

the Tokyo-based Japanese furniture business. Thonet's exports have shot up a third of our total export turnover now goes to Japan," says Mrs Thonet, adding that the Japanese have a particular "weakness" for Jugendstil furniture made famous by Josef Hoffmann (1870-1956) and which dominated Viennese design in the 1920s.

Reagan vetoes apparel bill

PRESIDENT Ronald Reagan yesterday delivered his promised veto of the Textile, Apparel and Footwear Trade Act of 1983 which would limit the growth of imports of these goods to 1 per cent annually.

Lufthansa to spend DM1bn

By David Goodhart in Bonn

LUFTHANSA, West German national airline, yesterday announced a DM1bn (\$634m) investment programme in new aircraft and a new cargo terminal in Munich. The eight new aircraft - all but one of which will be made by Boeing - will contribute towards Lufthansa's aim of increasing its fleet from the current 150 to more than 200 by the mid-1990s.

Iran offers Brazil oil-for-aid deal

By David Goodhart in Bonn

They said that Iranian Industry Minister Gholamreza Shafiei made this clear in a speech to a new joint ministerial commission set up to study co-operation between Iran and Brazil.

Iran is prepared to boost oil exports to Brazil in return for help in rebuilding the Iranian economy after the Gulf war with Iraq, according to Brazilian Foreign Ministry officials, Reuters reports from Brasilia.

UK NEWS

# Customs checks aboard Channel trains ruled out

By Kevin Brown and Ivor Owen

PLANS FOR customs and immigration checks to be carried out on board Channel Tunnel trains between England and France were yesterday ruled out by Mrs Margaret Thatcher, the Prime Minister.

The decision surprised British Rail, which thought talks on the issue were continuing with the Home Office and Customs and Excise.

BR was also surprised by the manner of the Prime Minister's intervention, which was made in a letter to Mr Robert Adley, a Conservative MP with a special interest in railroads.

The decision means that passengers arriving at BR's Channel Tunnel terminal at Waterloo in London will have to pass through an airport-style customs hall before leaving the station. Passengers bound for Europe will have to pass through port control before boarding the train.

The Prime Minister's announcement is in line with recent Government concern that abolition of border controls after the completion of the European internal market in 1992 would leave the UK vulnerable to increased drug smuggling and terrorism.

This was underlined yesterday by Mr Douglas Hurd, the Home Secretary, who said that the creation of a single European market in goods and services "does not require us to abandon border checks against terrorists, drug smugglers and other crooks."

However, the Government has already agreed that customs and immigration checks can be carried out on trains for those passengers travelling from the Continent to destinations beyond London.

This provision was included in the Channel Tunnel Act, the legislation which provides the legal basis for construction of the tunnel, which is due to open in 1993.

BR said it was not aware that any formal decision had been taken, or that discussions with ministers and officials had ended. However, it had become clear in protracted negotiations that the Government was unlikely to agree to on-train checks for all passengers.

Both BR and Eurotunnel, the Anglo-French consortium

which is building the tunnel, said that customs checks at Waterloo would be unlikely to add significantly to journey times. Eurotunnel said the Prime Minister's decision would not affect its traffic and revenue forecasts.

Mr Adley said that Mrs Thatcher's letter was disappointing. "Our Continental partners carry out checks on trains and have done so for years. Somehow, in Britain, we seem to believe that the opening of the tunnel will mean a flood of drugs and illegal immigrants crossing the Channel," he said.

Mr Hurd, speaking to Conservatives in his Witney constituency, said that he strongly supported the Prime Minister's view that the UK's vital national interests had to be secured as the European Community moved closer to the integration of its markets.

Britain would not oppose simpler frontier controls, but it would be ludicrous to contend that the Government's crackdown on serious criminals should extend everywhere except frontiers, where it was often most easily applied.

Surprisingly, it was Mr John Laws, representing the Crown at the inquest, who asked the coroner to allow the statement to be read. It had previously been thought that the British Government might want to suppress details of Spanish cooperation in the tracking of the three dead terrorists. "Clearly, this man is being prevented by the Spanish from coming here to give evidence," Mr Laws said.

Earlier, Prof Alan Feraday, a senior government scientist, told the inquest it was possible to detonate a car bomb using a radio signal from anywhere in Gibraltar or even from across the border in Spain.

The three IRA members were killed by members of the British SAS (a special unit) about two miles from where they had parked a suspected car bomb. The SAS has said in evidence that they were shot to prevent them triggering a bomb. The car was later found to be empty.

On Tuesday another expert in radio controlled devices, Dr Michael Scott, called by counsel for the families of the victims, had said they had no chance, technically, of detonating a car bomb from where they were killed.

Dr Scott said he was so sure of his position that he would have sat his mother on the suspected car bomb that far from the terrorists, and with the many buildings between them,

# Democrats angrily rebuff approach by president of SDP

By Michael Cassell, Political Correspondent

AN ATTEMPT by the President of the Social Democrat Party, the grouping which resisted merger with the former Liberal Party, to reopen a dialogue with the newly merged Social and Liberal Democrats collapsed dramatically yesterday.

Mr John Cartwright, MP for Woolwich in east London, had been invited by Mr David Alton, the SDP member for Liverpool, to speak at a fringe meeting during the Democrats' conference at Blackpool. But his attempt at bridge-building, following the acrimonious split in the Alliance parties after last year's general election, met with hostility during a bad-tempered meeting.

Mr Paddy Ashdown, the Democrats' leader, said afterwards that the meeting had "put an end to this entire issue." Mr Alton's case, he stressed, had been closely argued and well understood but had received no support.

Mr Ashdown added: "I hope Mr Cartwright and others accept that the party has taken a view and reinforced it. If they want to find partners in electoral expediency, they should look for them elsewhere."

Mr Cartwright, whose presence was ignored by most other members of the Democrats' parliamentary party, stressed that he was not seeking a new agreement on the allocation of constituency seats or looking for local pacts.

However, he said he found it hard to accept that the groups which had campaigned together as the Alliance party had become "overnight enemies" and suggested that it was in the interests of both sides to stop the "sniping, abuse and personal attacks" of recent months.

His critics, in turn, accused him of helping to found a party based on one-member-one-vote and then, in rejecting the SDP majority decision to join forces with the Liberals, of showing contempt for the principle.

Mr Alton, who has incurred the anger of most of his Democrat colleagues for his stance, told the meeting that the two parties risked years of "grievous attrition and internecine warfare" if they failed to co-operate.

He said the Democrats were misguided if they believed that, at the next election, they alone could replace the Labour Party, destroy the SDP and end Thatcherism.

Judging from the mood of the meeting, any further efforts to improve the climate between the two parties will receive little significant support. But Mr Cartwright and Mr Alton said they would continue with their initiative.

The Democrats yesterday set the timetable for the election of a deputy leader. The post will be filled by an election among the party's 19 MPs and the winner will be confirmed on November 2.

The two most obvious candidates are Mr Alan Belth, defeated in the leadership ballot by Mr Paddy Ashdown, and Mr Mennis Campbell, the newly appointed defence spokesman, although Mr Campbell said yesterday that he would not stand if Mr Belth put his name forward.

Although Mr Belth indicated after his leadership election defeat that he was unwilling to serve as Mr Ashdown's deputy, he appears this week to be increasingly coming round to the idea of standing.

# Minister outlines plans for revitalising universities

By David Thomas, Education Correspondent

THE GOVERNMENT yesterday outlined a programme of reforms designed to transform Britain's universities by the end of the century.

The programme is a tacit admission that the newly enacted Education Reform Act is insufficient by itself to prod the universities in the direction desired by the Government.

The programme, outlined by Mr Kenneth Baker, Education Secretary, to the annual meeting of university vice-chancellors in Oxford, will centre on three main elements.

First, greater stress will be placed on the quality of academic teaching and a separate inspectorate independent of the universities might be established to monitor academic teaching.

Second, the funding of universities' teaching and research activities will be separated, leading possibly to the emergence of departments or universities dedicated to either activity.

Third, student fees will be raised, so that universities will have greater incentive to compete among themselves for students.

Mr Baker told the vice-chancellors: "I foresee a period of evolutionary change which by the end of the century, if not before, will result in a distinctly different regime from the one that we have now."

His speech made few firm proposals and gave no indication of the timing of any measures. However, it laid down the directions in which the Government intends to move the universities.

Quoting recent business concern about the quality of university teaching, Mr Baker told

the vice-chancellors that universities had not paid enough attention to monitoring teaching quality.

He suggested an independent monitoring body, similar to the schools inspectorate, if the universities could not put their own house in order. However, the vice-chancellors, reacting strongly against this idea, believe that their own academic standards unit, to be unveiled today, will answer his concerns.

Mr Baker also made the strongest statement by a minister in favour of fostering greater competition between universities by raising student fees. "Your efforts would become better tuned to what your students want and the balance of power would shift towards the individual consumer and away from the centre, he said."

Government's targets for teacher and pupil business experience are met.

According to Lord Young, 1 per cent of teachers get business experience each year at present. He wants that to increase to 3 per cent next year and 10 per cent by 1990 - equivalent to about 50,000 teachers a year in England, Scotland and Wales.

For pupils, the Government's aim is that all should have at least two weeks work experience before leaving school, Mr Kenneth Baker, Education Secretary, said. Up to two-thirds did so at present.

The Government is making £12m available over two years for the initiative.

# Spain refuses to allow policeman to testify at Gibraltar inquest

By Peter Bruce in Gibraltar

THE SPANISH Government is refusing to allow a senior police officer to give evidence in Gibraltar on Spanish surveillance of three IRA terrorists before they were shot dead in Gibraltar by British soldiers March 6.

The inquest into the deaths of Sean Savage, Daniel McCann and Mairead Farrell was told yesterday that the Malaga-based officer was keen to testify, but was being prevented from doing so.

Earlier, the court also heard a Government explosives expert attack evidence given on Tuesday to the effect that it would have been impossible for the terrorists to detonate a radio-controlled bomb in their parked car from where they were shot.

Det Chief Inspector Manuel Cortes, the coroner's officer, said he had taken an unworn statement from the officer and that on Tuesday he had delivered a letter from the coroner, Mr Felix Pizzarello, asking him to appear at the inquest.

The man said he had been denied permission. Mr Pizzarello refused to allow his statement to be entered as evidence.

Spain does not recognise the Gibraltar court. The officer's evidence could, however, throw light on why the British military and Gibraltar police seemed unprepared for the three when they crossed the border from Spain on March 6,

without fear of a radio signal functioning.

Det Paul Feraday, recalling that Dr Scott's tests had transmitted some weak signals over the distance, said a radio receiver would need to "hear" a triggering tone for just 0.2 seconds to work.

A British Army signals officer told the inquest that tests he had done on Tuesday night had shown that ordinary hand-held radio voice and single tone transmissions to the point where the car was parked were possible.

The inquest, which may end this week, also heard further testimony from Mr Kenneth Asquez who on Friday denied written assertions earlier this year that had seen a soldier put his foot on one of the terrorist's chest while pumping bullets into him.

A "statement" he had made to a retired army major, Bob Randall, was used anonymously in the controversial Thames Television film "Death on the Rock." Mr Asquez said Major Randall may have heard a conversation he had had and then repeatedly asked him for a written report. Payment for the report was mentioned but not any amount.

"I thought that when I gave him the statement he would get off my back," Mr Asquez said. Maj Randall is on holiday in the US.

DTI winds up investment company

By Clive Wolman

AN INVESTMENT company in the Luton area of Bedfordshire which has been illegally taking money from the public - and is estimated to have lost £900,000 of it - has been closed down by the Department of Trade and Industry.

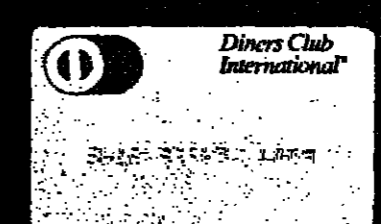
The DTI announced yesterday that it had presented a petition on September 16 for the winding-up of Bestdown Ltd following an investigation into the company by the accountancy firm Spicer and Oppenheim, which discovered the shortfall of investors' funds. The investigation was set up after a client had complained to the trading standards officer about difficulties he was having in getting his money back.



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**DTI winds up investment company**

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**BUSINESS LAW**

# A word of caution on EC merger control

By Celia Hampton

THE European Community's plan for a central system of merger control illustrates the realities of European unity more cogently than any amount of political rhetoric.

Concepts underlying the plan are respected by the EC's sovereign members without demur. The Treaty of Rome lays down rules binding firms in every EC country to conduct their business in a way which does not imperil competition in the European market. National courts and legislation cannot excuse, let alone encourage, contrary behaviour. The EC long ago pre-empted its members' sovereignty for this purpose.

Controlling commercial conduct goes a long way towards eliminating anti-competitive behaviour, but it is not the full story. A rich and powerful company can do harm, not only by abusing its power, but also by buying up the opposition or joining forces with

## It is important for industry to have a single bureaucratic review process

another powerful company. In its effect, the second sort of activity is not so dissimilar from the first. However, only the abuse of existing power is currently subject to EC control.

The EC Commission is seeking a mandate from the member countries to control both sorts of activity. While it can claim convenience and some logic in support, it is extraordinarily important for any plan adopted to ensure a lasting sound framework for what is undeniably a new venture for the Commission.

The separation of competitive behaviour from industrial structure, accepted for decades in EC law, was not accidental. It is one thing for Brussels to police a system of sanctions for misconduct. It is quite another to weigh up EC-wide economic considerations before the event. Apart from needing to secure the necessary wisdom, the Commission will need a lot more staff for its new role in economic management.

The Commission's quest for these powers was given a new urgency by the European Court's judgment last November, when it ruled that the Treaty of Rome's provisions on restrictive practices, while not applying to acquisition of shares as such, applies to the agreement for the collaboration necessarily involved in a takeover or merger.

This threw everyone into a state of confusion. If the Commission was to have the very real powers afforded by the treaty over anti-competitive conduct extended to mergers and takeovers, it would make

some sense for the Commission to be able to pass a merger in advance and then desist from enforcing the treaty later.

It is important for industry to have a single bureaucratic review process, for the sake of consistency and predictability as well as speed. Some certainty is vital when big companies are planning expensive and complex structural deals.

The Commission proposes that it alone should have power to decide whether a planned merger or acquisition on a European scale is or is not consistent with the interests of European competition. The member states can probably swallow this loss of sovereignty, though it may be bitter for countries like West Germany which have strong and sophisticated competition processes of their own.

However, the Commission's plan seems set on a collision course with national regulation - with dire results for industry too - in those adjacent areas loosely classified as industrial policy. An example is the UK's "public interest" test. All countries reserve some areas for domestic control (the Italian legislation on banking and insurance, for example).

The Commission is trying to separate competition in the strict sense from these other areas. Member countries are told to refrain from taking measures which would undermine the Commission's merger decisions. They would not, however, be stopped from taking measures to protect legitimate interests other than competition.

This leaves industry facing two inquiries (EC and national) in just those cases which are likely to be most sensitive and contentious.

The Commission plans to have a significant say in industrial policy anyway. It would be allowed to approve a merger, otherwise open to condemnation, because of a resulting improvement in production and distribution, technical or economic progress, or the competitive structure within the EC. In assessing the competitive structure of industry, the Commission would reinforce its proposed extension of power over the "creation and strengthening" of a dominant position in the market.

If the national governments agree to this, which is by no means certain, they are most unlikely to give the Commission yet more exclusive power to decide on broader issues of industrial policy. Yet something must be done to resolve the problem. What is needed is some form of power-sharing. Industry must have certainty, and that within a reasonable time of hatching its plans.

The Commission proposes "close and constant liaison" with national competition authorities. It would have to

elicit the views of those countries directly concerned with a merger and it would have to take the "utmost account" of the opinion of an advisory committee drawn from all member countries. At the end of the day, however, the Commission would retain the exclusive power to decide.

It would be difficult, but not impossible, to resolve conflicts between the Commission and the national authorities when each has an interest in a merger. It needs something stronger than "liaison" and more in the nature of a joint decision. The prospect of one investigation following the other with conflicting results has to be avoided.

The Commission's plan would affect all large companies with a presence in more than one EC country and virtually any takeover or merger plan they made.

Uncertainty in the plan also arises from Community law itself. The Treaty of Rome provides the ground rules which are applied, not only *vis-à-vis* the Commission, but in the private legal relationships of EC subjects. What the treaty prohibits may not be permitted. An agreement in violation of the treaty is void. Typically, a contracting partner will assert that he does not have to pay under an agreement because it is void under Community law.

The Commission's merger proposal is not (except on a highly theoretical argument) inconsistent with the treaty, but neither is it altogether consistent. The founders of the EC did not provide for merger control. If the Council of Ministers enacts the proposal as a regulation, the regulation itself has to be read subject to the treaty.

The European Court's 1987 judgment said that property rights, as bought or transferred in a merger or takeover, are not themselves within the treaty's control of competition, though the agreement needed to give effect to them is. To maintain a rigid separation of property rights from commercial conduct lacks realism: an acquisition of shares has to result in an agreement on how to run the business, even if a takeover is hostile.

The Commission has power to grant an exemption from the ban on restrictive practices. In view of the imperative need for speed in merger proceedings, this normally leisurely process would have to be cut short. The Commission might issue a general "block" exemption for all approved merger agreements.

There can be no exemption for abusing a dominant position in the market under the treaty, however. An agreement challenged in court by, say, an ex-employee could be found void on this ground. Could the company plead the Commission's authorisation of the merger as a ground for uphold-

ing the agreement? Could a provision of EC legislation which is subordinate to the treaty be invoked against the treaty itself? The status of the Commission's authorisation would be left uncomfortably vague.

It is also sad that the mergers of giants - the only ones to be caught by Commission vetting - would benefit from the greater speed and security offered by the Commission's plan, while mergers between smaller firms would continue to suffer delay and all the uncertainty thrown up by the court. They need a clearer definition of the treaty's rules, either by revision of the treaty (most improbable) or by a court judgment confirming the meaning of its earlier ruling.

These difficulties may seem unduly theoretical, but the plan to introduce merger control offers the EC a chance to work out a well-founded watertight legal regime, rather than

## Mergers between smaller firms would still suffer delay and uncertainty

a politically expedient compromise where no one quite knows where they stand. What is increasingly plain is that it should not be done in a hurry, whatever good reasons may be put forward for doing it before the end of the year.

\* Cases 142/84 and 156/84 (Philip Morris) November 17 1987.

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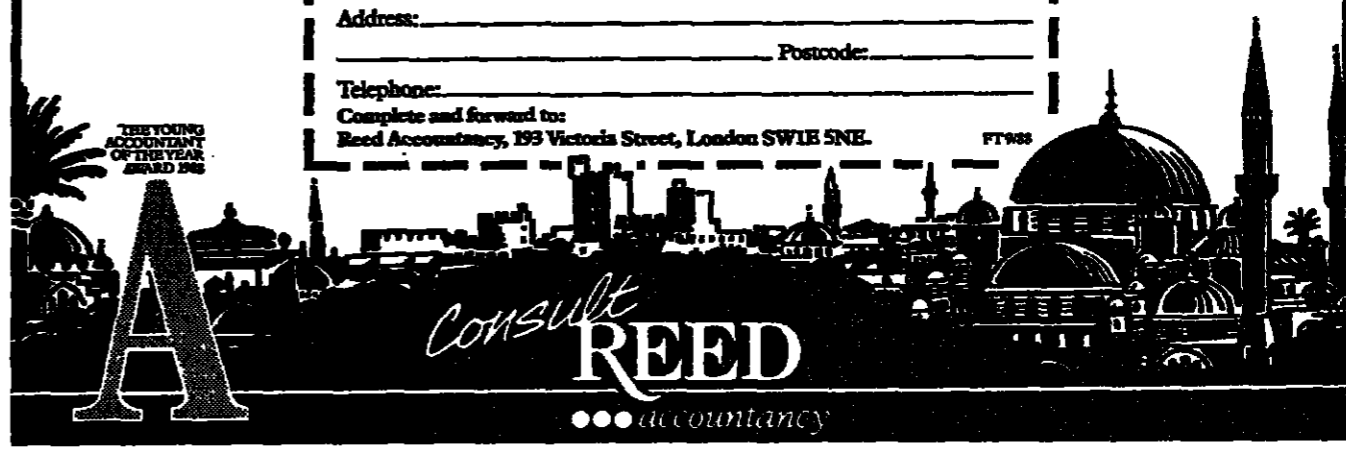
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## AMP AUSTRALIAN MUTUAL PROVIDENT SOCIETY NOTICE TO POLICYHOLDERS

Policyholders are advised that the New South Wales Parliament has enacted the Australian Mutual Provident Society Act 1988. This amends the Society's Act of Incorporation ("the 1910 Act") and also enacts other provisions.

The main purpose of the new legislation is to modernise AMP's structure under the 1910 Act which contained much of the Society's original 1857 Act and had inevitably become outdated and unsuited to a modern corporation, despite periodic amendments (the last being in 1941).

The principal changes grant limited liability to policyholders, give the policyholders the ability to amend the Society's powers without requiring further legislation, clarify and modernise the Society's powers and delete archaic and redundant provisions. In addition the Society, while remaining incorporated under its own separate 1910 Act, generally becomes subject to the disciplines of the Companies Code.

As part of this process amendments have also been made to the By-laws, which have been re-arranged in two parts. The Society's express powers are now set out in Part I of the By-laws instead of in the 1910 Act. Other provisions which were previously covered in the 1910 Act or the By-laws are now contained in Part II. Amendments have been necessary to eliminate inconsistencies with the Companies Code and there are other changes appropriate in a context of expansion, one of which permits membership to be extended to policies transferred to AMP on a merger.

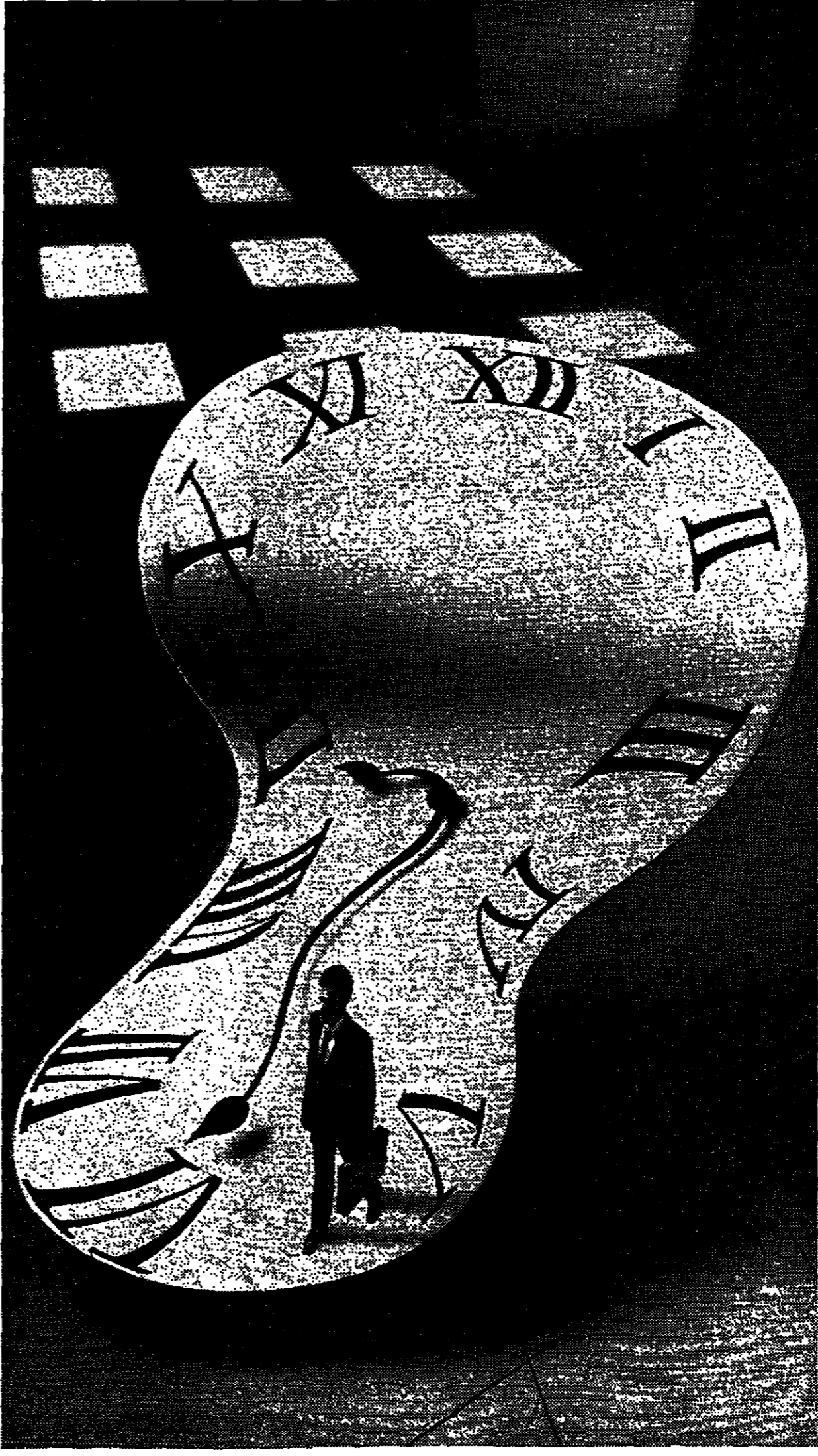
The Directors have taken this step in the belief that it will benefit policyholders by enabling the Society to operate and continue to develop as a modern, progressive organisation without hindrance from outdated provisions.

Policyholders desiring a copy of the legislation and the amended By-laws should write to the Chief Manager for the United Kingdom, at the address below, who will provide a copy when available from the printer.

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Secretary

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TECHNOLOGY

Farming tips given by a computer

By Geoffrey Charlish

OBSERVATIONS made during a country walk do not usually include sightings of computers nailed to trees. But that may change if engineers at Fiat's electronics company SEPA successfully market a unit called Agrel.

The objective is to tell farmers, on a highly localised basis, when they should apply water or chemicals at a minimum level to keep the crops healthy.

Since these moments are largely determined by sunshine, rainfall, frost and so on, some kind of central meteorological control might seem appropriate. But because conditions can change over distances of a few hundred metres, Fiat claims that a much more local system is the real answer.

Its Agrel unit measures temperature, humidity, rainfall, evaporation, foliage dampness and dew. A program in the computer then tells the farmer what to do, and when.

The machine is battery powered and can be exposed to the air indefinitely. One version will automatically start irrigation systems.

One of the earliest units was able to combat mildew on grape vines with savings of up to 30 per cent on chemicals expenditure.

Fiat can be contacted at its London office on 491 0561.

Four people died and 275 lorry loads of nuclear waste were created almost overnight in an accident probably second only to Chernobyl in its severity.

The tragic tale is told in a report\* just released by the International Atomic Energy Agency in Vienna, whose experts investigated what they conclude was one of the most severe radiological accidents.

It is a horror story that must demolish any notion that there are benign and hostile kinds of radiation, the former used in medicine and the latter generated by nuclear reactors. Gamma rays - which in expert hands had promoted healing - proved as deadly as those from any reactor when released by ignorant fingers.

There is, though, a positive side to the story, in that new ways of treating people overexposed to radiation were tried, in one case with evident success.

The accident happened last autumn in Goiânia, a city of about 1m people on the central Brazilian plateau, in a poor district where literacy is low. It occurred at the Instituto Goiáno de Radioterapia (IGR), a private clinic providing

AN EMERGENCY centre has opened at the International Atomic Energy Agency's headquarters in Vienna, prompted by the Chernobyl explosion.

Running around-the-clock, it receives official notification of an accident and then decides whom to alert (for example in neighbouring states). It transmits on the global telecoms

radio-therapy for cancer patients.

The story begins about three years ago when the IGR moved to new premises, leaving behind - against the law - an elderly instrument for radio-therapy, made in the 1950s. In 1987, two local scrap dealers spotted an opportunity to sell its parts profitably, particularly the movable radiation head made of stainless steel, weighing some 300 kg.

They prised this head from its stand and moved it by wheelbarrow to one of their homes, half a kilometre away. By then they were vomiting; it turned out that by removing it from its support they had released the gamma beam. However, they thought it was just something they had eaten.

One of them sought medical advice and was told he was having an allergic reaction to bad food. The other, beneath a mango tree in his garden, continued attempts to dismantle the head, and eventually poked a screwdriver through the window from which the radiation was emitted.

This released grains of a substance with an intriguing blue glow. The same day he sold the various parts to the manager of a scrap yard. Over the next

system for weather data. An electronic log of events is continuously transmitted throughout the agency.

The centre seeks for all emergency calls to be made in English. The first cry for help from Goiânia came before the centre was open, at night, in Portuguese. No one on duty understood the message.

The healing machine that radiated death

David Fishlock examines the conclusions of an inquiry into a tragic leak of gamma rays

three days the manager's wife, relatives and friends all came to admire the glow. Some took away samples. Some dabbed powdered grains on their skin like the glitter Brazilians use at their carnivals.

The glowing powder was a salt (chloride) of caesium-137, a radio-isotope chosen by the maker of the teletherapy machine for its intense gamma activity. Within four weeks its radiation was to kill the manager's wife, two young employees and his brother's six-year-old daughter.

The wife was first to catch on that the sickness which suddenly afflicted their community had something to do with the glowing granules. She collected what remained of the radiation source, took it by bus to a local doctor and proclaimed that it was "killing her family", only to be assured that they were suffering from a tropical disease.

One doctor, however, asked a physicist to investigate, and he in turn contacted a medical physicist, who borrowed a radiation monitor from Nuclebras, the state-owned nuclear com-

pany. The instrument deflected full-scale when still some distance from the source and pointing away, convincing the user it must be defective. He asked for a replacement, before realising that he was in the presence of a major radiation leak. This was just in time to prevent the local fire brigade from disposing of it into the river.

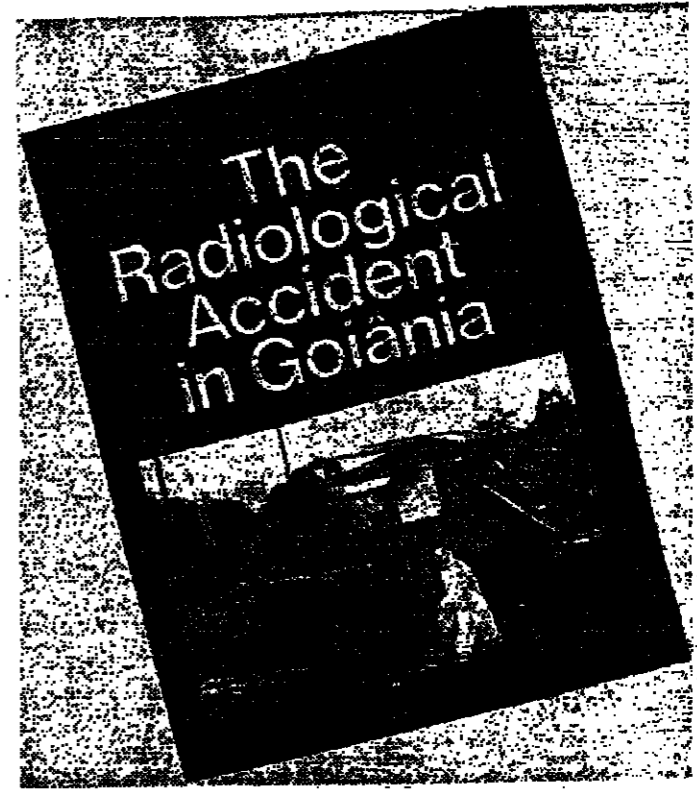
It was then 19 days since the head had been prised from its support. The local authorities initiated a full-scale emergency under the direction of the Brazilian National Nuclear Energy Commission (CNEN). It promptly identified 20 people needing hospital treatment and another 229 who were contaminated by radiation out of a total of 112,000 tested, a tenth of Goiânia's population. Altogether, 85 homes had been significantly contaminated by the perpetual leak and 200 people were evacuated from 41 of them.

Those who died were estimated by cytogenetic analysis (gauging the amount of chromosome damage) to have received whole-body doses of

between 4.5 and 6 Gray of radiation. Two others, estimated to have received similar doses, survived. Gray is a measure of absorbed radiation dose and 5 Gray would generally be lethal. A new hormone-like drug, made by the latest methods of biotechnology, called granulocyte macrophage colony stimulating factor, was used to treat irradiated people. But its results were questionable, perhaps because the doctors did not have enough time to perfect their regime for administering it, the IAEA experts conclude.

However, another part of the medical treatment used for the first time proved remarkably efficacious. The seriously contaminated patients, while not literally glowing, were exuding radioactivity from every pore and every orifice. Many had handled the radio-isotope before eating, for instance.

The Brazilian doctors used a drug called Prussian Blue (hexacyanoferrate) to eliminate the caesium from the bodies of 62 patients - including babies - for the first time in the history of radiological accidents.



About 80 per cent of caesium is "decorated" in this way in urine and 90 per cent in faeces. The accident produced 3,500 cu m (about 275 lorry loads) of radioactive waste, including 350 kg of faeces, dealt with by mixing it with quicklime and cement. All this is in storage, awaiting a Government decision on its permanent disposal. Under the terms of its licence from CNEN, the clinic had designated two people, a scientist and a doctor, as

jointly responsible for the equipment, and for reporting any change in its status to the licensing authority. This aspect is still the subject of legal proceedings.

Also still under investigation at a US research centre is the blue glow which lured so many unsuspecting Brazilians to sickness and death. *The radiological accident at Goiânia. ISBN 92-9-129088-8. Published by the IAEA, Vienna, September 1988.*

Counting the cost of replacing the shuttle

Peter Marsh reports on the next generation of US space craft

The US space community may face a \$20bn bill over the next two decades for replacements of the shuttle fleet - even if today's planned launch of Discovery goes without a hitch.

That is the conclusion of a report on future US launchers from the Office of Technology Assessment (OTA), a research arm of Congress.

However, the study's estimate of the size of investment needed raises almost as many questions as it answers. This is because of uncertainties about the level of spending that future political administrations will be prepared to devote to space activities.

All three vehicles in the space shuttle fleet have been refitted to put right defects shown up by the Challenger accident nearly three years ago. None the less, it is assumed that the technology involved will look extremely old-fashioned by the late 1990s. Planning for new launcher systems, which would use improved propulsion and materials technologies and be more reliable and cheap to run than the shuttles, has already started at the National Aeronautics and Space Administration (Nasa) and the Defence Department.

Engineers believe that the most sensible option is to develop a family of launch vehicles, intended for both crews and unmanned use. The rockets would be able to lift into orbit a range of payloads, including commercial and military satellites and components for the manned space station which Nasa plans to build.

The new systems would also improve on the unmanned rockets such as the Delta, Titan and Atlas-Centaur, formerly operated by Nasa and the Pentagon and now managed by the private sector aerospace industry.

The rockets under study include:

Shuttle-C. This unpiloted cargo vehicle would use many of the current shuttle components, but replace the crewed section with an expendable carrier for payloads of up to 70 tons about three times the present capacity. It would be relatively cheap to develop - about \$1bn as opposed to \$15bn for the existing fleet - but

running costs would be high. It could, however, come into service by the mid-1990s, soon enough to play a part in the space station's construction.

Titan-5. An upgrade of the Titan-4 rocket, this would have more powerful engines and be used for lifting large military and scientific payloads.

Shuttle-IL. This piloted vehicle would use new propulsion systems and incorporate lightweight composite materials. It would also have advanced computer systems to run diagnostic checks on engines and other equipment, improving reliability. Shuttle-IL rockets could start operating as early as the year 2000.

Advanced Launch System. As a partially reusable, probably unmanned launcher, it would act as a "space truck", it would be capable of lifting payloads weighing up to 100 tons into orbits some 200 miles above the Earth. Some experts have speculated that such payloads could be used to assemble a large space rocket in orbit next century to take a manned mission to Mars.

The system could also play a part in deploying a ballistic missile shield along the lines of that envisaged in President Ronald Reagan's Strategic Defence Initiative. The likely cost is about \$10bn.

National Aerospace Plane. Similar to Britain's HOTOL concept, it would take off from a conventional runway and have special engines using oxygen from the air as fuel. Development has started and it could be flying by 2010, assuming the US Government decides it wants to spend the many billions of dollars required.

The OTA report makes the point that coming up with hard predictions of likely costs of new launchers is a perilous business, bearing in mind the uncertainties of the development programmes.

There are also doubts about the extent of the demand for putting payloads into orbit - a factor which can greatly influence the rate of launch and hence running costs.

Launch Options for the Future, US Office of Technology Assessment, 33, available from Government Printing Office, Washington DC 20408-9225.

Boost for morale, Page 23

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## UK NEWS

## Rivals see red over 'Greening' of Thatcher

John Hunt examines the re-emergence of environmental issues in British politics

MRS Margaret Thatcher's public espousal of the need to protect the environment and preserve the earth's ecology on Tuesday night provoked reactions ranging from suspicion to downright indignation yesterday.

With the annual political conference season under way it seemed that all the parties at Westminster were desperately anxious to jump on to the Green bandwagon for fear of being left behind.

In her speech at the Royal Society's annual dinner, Mrs Thatcher declared war on pollution. "Stable prosperity can be achieved throughout the world provided the environment is nurtured and safeguarded," she said.

Mrs Thatcher described the protection of the environment and the balance of nature as "one of the great challenges of the late 20th century" and said that mankind may have "unwittingly begun a massive

experiment with the system of this planet itself." Protection of the environment and the balance of nature was "one of the great challenges of the late 20th century," she said.

There is a certain irony to the sudden re-emergence of environmental issues at the top of the political agenda. In the run-up to last year's general election all of the parties were lavish in their promises in this area. Their fear that there might be a "Green backlash" by voters was prompted by the dramatic rise of the Green Party in West Germany and other continental countries.

In the event it never happened. Britain's own Green Party put up 122 candidates but won no seats and received only 90,000 votes - 1.3 per cent of the total. After the election the environmental programmes of the Conservatives, and to some extent the opposition Labour Party, took a back seat.

But the problems had not gone away.

Since then there has been the Karin B incident in which the vessel of that name wandered the seas like the Flying Dutchman trying to land a cargo of hazardous waste.

There was the case of the virus which has killed thousands of seals in the North Sea, a case which has highlighted the problems of North Sea pollution.

Within the Tory party there has been a strong campaign against Mr Nicholas Ridley, Environment Secretary, over the development of tightly restricted parts of south-east England designated as "Green Belt".

The word is that Mrs Thatcher was taken completely by surprise by the strength of feeling within her own party over the extent of development in England's green and pleasant land.

Hence Mrs Thatcher's donning of the Green mantle on

Tuesday night. The Prime Minister singled out for special attention the greenhouse effect, whereby the increase in waste gases threaten a disastrous overheating of the earth's atmosphere. She also concentrated on the need for international action to deal with the depletion of the ozone layer and acid rain.

All of these would have wider implications for British government policy concerning energy production, fuel efficiency and reforestation.

She emphasised that Britain was playing its part in solving these problems - a view hotly disputed by most environmental organisations.

Critics also maintain that Britain has dragged its feet on agreeing to EC directives on vehicle exhaust fumes and power station emissions which contribute to acid rain and has reached agreements only under pressure.

The other political parties, meanwhile, are desperately

anxious to show that they care about these matters.

Mr Jack Cunningham, Labour's spokesman on the environment, was savage yesterday in commiserating Mrs Thatcher's speech.

"The British Government is in the dock over its appalling record of ignoring the environment both nationally and internationally," he said. Britain still had the dirtiest beaches in Europe and some of the most polluted coastal waters while 11m Britons were forced to drink water of a quality below that required by EC standards.

Friends of the Earth, the environmental organisation, was extremely cautious. "The Tory party record on environmental protection has been abysmal so far," the organisation said.

The Green Party was indignant at Mrs Thatcher's speech. "The truth is that the express has no clothes," said Ms Penny Kemp, the party's spokeswoman.

## Stiffer advertising code steers alcohol adverts from young

By Lisa Wood

CODES WHICH seek explicitly to direct the advertising message of alcohol away from young people were published by the Independent Broadcasting Authority yesterday.

The new codes which regulate advertising of alcohol on television and radio are the result of a review by the IBA in consultation with the Government's committee on Alcohol Misuse, chaired by Mr John Wakeham.

The Advertising Standards Authority, which governs advertising in print mediums published its revised code on Monday.

The IBA said yesterday: "The changes in the code are not revolutionary - if they were it would imply that the old code was shot through with holes."

"The main objective of this latest revision has been to clarify the existing code. While the IBA is satisfied that there have been no major gaps in the existing rules the opportunity has been taken to remove some ambiguities and to add some supplementary guidance on what is and is not permissible."

The new Code, for example states that alcohol advertising may not be directed at people under 18 and that people associated with drinking in the advertisement should be and be seen to be at least 25 years old.

The previous code had said advertising should not be

directed, particularly to the young and that people used in the advertisements should seem to be younger than about 25.

The new code also asks advertisers not to circumvent its rules by the use of humour. This is considered unlikely to affect characters such as the Hofmeister bear used by Courage, the brewer.

Drinks containing less than 12 per cent alcohol provided they comply with the general code of the code and do not promote irresponsible drinking or behaviour will not normally be subject to the above rules.

This means that characters such as Don Swan, who drinks a low alcohol lager and swims from Australia to New Zealand, are permissible. The IBA believes, for example, believes Don Swan is promoting a healthy image by drinking a low alcohol lager.

The Government is currently seeking to promote the consumption of low alcohol drinks.

Mr Wakeham, whose committee met yesterday to discuss the latest Government initiatives on curbing alcohol misuse, said he was pleased that the advertising authorities had the interests of the young so much in mind.

He said a call for a total ban on alcohol advertising had been recommended by the Meham Committee last year but his committee had rejected this.

## UK, Europe tourist facilities criticised

By David Churchill, Leisure Industries Correspondent

EUROPEAN and British tourism industries must improve the quality of their facilities in the 1990s if they are to attract more high-spending American and Japanese visitors, an American Express report warned yesterday.

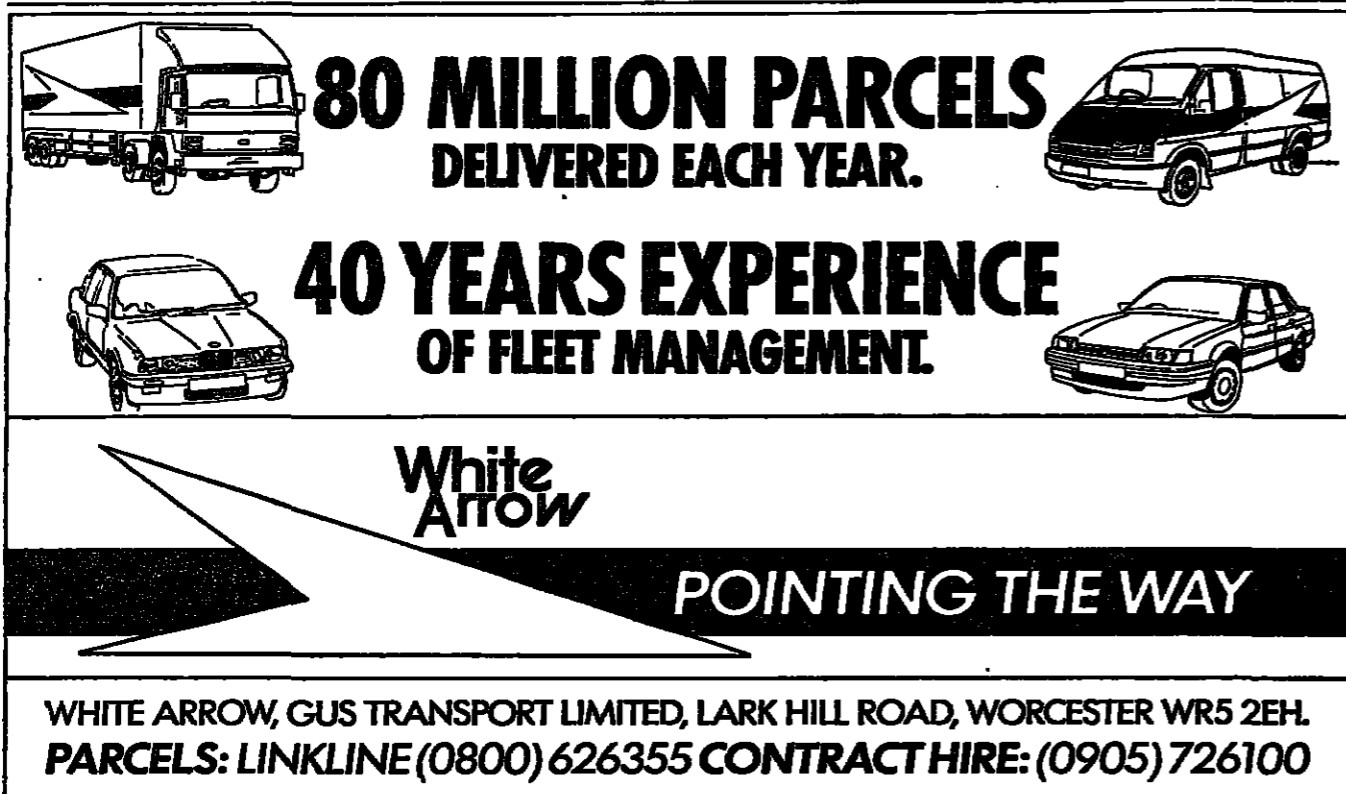
The report points out that although Europe still has about 60 per cent of the \$150bn (\$28bn) worldwide tourist industry, its market share has fallen steadily by some 5 per cent over the last decade.

Britain is particularly vulnerable to any decline in the number of wealthy US and Far Eastern tourists since almost two-thirds of its tourism earnings come from long-haul visitors. Most other European countries earn less than a third of such revenue from these travellers.

American Express, which handles just over a tenth of Europe's tourist transactions through its charge card and travellers' cheque payment systems, says that free-spending American and Japanese tourists already account for 50 per cent of Europe's international tourism earnings. But the report says Europe must adapt to a changing market.

It says: "This requires less emphasis on sun and sand and more on products for long-haul travellers."

American Express points out that US tourists spend nearly three times as much as the average foreign visitor and visit an average of two European countries per trip.



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## Amcors plans box plant in Britain

By Maggie Urry

AMCOR, a leading Australian pulp, paper and packaging group, is to make its first direct investment in the UK by building a corrugated box plant in Cambridgeshire, in eastern England.

The group has extensive interests in Australia, New Zealand and south-east Asia, with 20 corrugated box plants and a number of other packaging operations.

The corrugated box market has been growing strongly recently, fuelled by the consumer boom, and manufacturers have been able to increase prices as well.

As a result, companies in the sector have reported strong profits growth. For example UK Corrugated, a joint company owned by Jafarson Smarid, the Irish-based company, MacMillan Bloedel of the US and Svenska Cellulosa of Sweden.

## TV sports channel deal

By Raymond Snoddy

BRITISH SATELLITE Broadcasting yesterday awarded a 10-hour a day sports television contract to Trans World International (TWI) the production company founded by Mr Mark McCormack.

The contract is believed to be worth £25m over three years.

At the same time BSB, the UK's direct broadcasting by satellite venture confirmed that a five-hour a day contract

for womens and consumer interest programmes would go to a consortium involving the Daily Mail and Yorkshire TV.

Mr Anthony Simonds-Gooding, BSB chief executive, said the two groups would provide programmes of originality.

The announcements follow last week's decision to give the BSB news contract to Crown Television in a deal worth around £80m over five years. BSB plans to launch three new channels of television

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ARTS

Left cold by cool perfection

Few artists have been so in and out of fashion as Guido Reni. Susan Moore visits two current exhibitions in Bologna

Yukio Mishima's erotic and masochistic obsession with Guido Reni's St Sebastian is a curious 20th century addendum to the changing critical fortunes of the Counter Reformist artist...

his debt to his master Denys Calvaert's clarity and refinement and to the naturalism of Annibale Carracci. (That show is stolen by the latter's glorious, newly cleaned "Baptism of Christ" from SS Gregorio.)

no joy in either his use of paint or colour. His Corini Salome could not be less wanting; she is almost neo-classical in her cool colour and remote gaze. Portraits are no more intimate, even the subtle salmon-pink study of his distinctly precious patron, Cardinal Bernardino Spada.



Guido Reni's St Michael, c. 1635

The Sneeze

Rowan Atkinson in "The Bear"

ALDWYCH THEATRE

In the prologue, Rowan Atkinson relates how Chekhov hated plays, except, ominous pause, when short. Clipped snarl, collaborative laughter...

had a point about Chekhov the dramatist. The Bear suffers especially in this respect. Timothy West stomping suddenly like a stage villain in a bad wig as the creditor turned actor determined to have his out...

Rossini Opera Festival in Pesaro

In its first years the Rossini Opera Festival at Pesaro owed part of its deserved and enormous success to the sense of discovery it shared with its visitors. One after another, Rossini rarities were unearthed...

commendable for their good will than for their experience. This year, in engaging the orchestra of the RAI, Turin, the festival solved that problem splendidly. The score of Otello, with its frequent solo passages for winds and its tricky rhythms, its sudden shifts of mood, present constant problems; the Turin players overcame them with what sounded like ease, and with stylish skill.

international audience. In the title role, Chris Merritt grew as the opera progressed. At first, with the conductor's complicity, he crooned, as if singing for his own satisfaction rather than the public's; but his involvement increased, and by the last act, he was in character. Like all the singers, however, he had a murderous way with recitative; words that were meant to be introspective asides often came blasting out...

As it runs out of rarities the Festival must compete with the great international opera houses. With its new production of 'Otello' it has made evident it is willing and able to do just that

The taste of Sir John Pritchard is admirable, and he affectionately illustrated the works' many instrumental felicities, its subtleties of mood and character. It was pleasant, too, to hear an unharmed Rossini, far from the headlong conducting of some of Sir John's colleagues; but on the other hand, there was a lack of impulsion, a tendency - perhaps imposed and certainly welcomed by the singers - to stop at the end of a section, as if inserting an aural comma, before resuming; thus there was a frequent loss of urgency. True, this is not the swirling, haunted drama of Verdi, but, of all Rossini's serious works, it is perhaps the most intense, classical.

Pesaro assembled a starry cast, all familiar to the loyal, June Anderson, the Desdemona, had the same approach, and in her exchanges with Emilia, it seemed as if her confidante were hard of hearing. In the arias, however, she shed greater sensitivity (especially in the last act, which is more Desdemona's than Otello's) and was, finally, affecting. Rockwell Blake, as Rodrigo, was a neat, biceps and biceps admitted; Rodrigo is not a pleasant character, but still he should have a certain surface charm, at least. The Jago, Ezio Di Cesare, was unsuitable, both in acting and singing. The tall, dignified bass, Giorgio Surjan, made as much as can be made of Elmiro, Desdemona's unperceptive father;

to (finally) build a memorial to those who fought in the resistance during the Second World War. Besides being wonderfully outspoken in a country which was divided by the long emergency and runs shy of its more immediate past, Hrdlicka is best appreciated for his sculpture. He is presently finishing his work on the memorial, which will be sited just across from the Albertina. Ends November 30.

London Symphony Orchestra

BARBICAN HALL

The London Symphony Orchestra's concert of English music in the Barbican on Tuesday, presented in conjunction with the British Fragrance Association, was a standard selection of popular works - Vaughan Williams's Tallis Fantasia, Elgar's Cello Concerto and Walton's Belshazzar's Feast. It was the sort of programme many British orchestral players could negotiate successfully in their sleep and sometimes do, but here, intelligently conducted by Rafael Frühbeck de Burgos, it emerged bright, alive and anything but routine.

tra was thoroughly tested in Belshazzar too, and generally proved well up to scratch; the influx of new young principals appears to have sharpened up much of the ensemble work. The congestion at the biggest climax was the hall's responsibility rather than the performers'; such a work is at the limits of its capacity, and with brass choirs in the balcony and the platform packed with orchestra and chorus (the LSO's own), there was little space in which the music could be allowed to breathe. De Burgos nevertheless managed to pack it with punch and drama; Benjamin Luxon's baritone contributions were well judged declamations, and the total effect was noisy and joyous. In the concerto Felix Schmidt had been a technically assured, emotionally contained soloist; whose austere detachment was at times forbidding though unflinchingly impressive for its purity of line.

ARTS GUIDE

EXHIBITIONS Paris: Centre Georges Pompidou. The Fifth, taking over the Esplanade for three months from the ground floor upwards. The post-war creative dynamism of the Fifth is represented by cars, comics, music, cinema, literature, industrial creation and - on the fifth floor - by visual arts. The great figures of Metisse and Pissarro open the exhibition with works in black and white; monochromes by Yves Klein and Montanari close it. There are also works by Giacometti, mobiles by Calder, and lyrical abstraction by Hartung and De Kooning. While contrasting the School of Paris with the School of New York, the exhibition draws attention to some of their parallel developments. (Oct. 7-12, 33). Musée d'Orsay. The spectacular museum of the 19th century is situated opposite the Tuileries Gardens within the metallic structure and the glass-roofed vault of the vast Halle Epinette railway station. It houses paintings, sculptures, objects d'art and photographs from the end of the romantic period to the beginnings of modern art and the impressionists and post-impressionists collections formerly in the Jeu de Paume. Here they are counterbalanced by academic painters, their contemporaries, long denied for their pomposity. The sculptures come into their own in the immensity of the

eval works of art - goldsmiths' work, carved and woven fabrics, two English royal standards embroidered in gold on red velvet. In a room of its own is the artist's studio, the Unicorn millie items - a set of five - an allegory of the five senses, one of the masterpieces of medieval art. Place Paul-Fabrice, Métro Odéon. Closed Tuesdays and lunchtimes (43.25.62.00). Galerie d'Art Saint-Honore. Still lives in Dutch and Flemish art in the 17th century. Only the ingrained tradition of painstaking craftsmanship of the time can explain the perfection and the shining mint condition of the paintings assembled by Monica Krueck. There is Jan Brueghel the younger offering his bouquet of flowers in a collared bowl, while Andries Daniels places his in a sculpted vase and Abraham Mignon in a transparent round one, the globe of which reflects the studio's multipaned window. 267, Rue Saint-Honore. Closed Sat, Sun and lunchtimes. Ends Nov 13 (42611523).

Vienna: Museum of Modern Art/Museum of the 20th Century. Works by Oswald Obachner, one of Austria's finest artists. Ends October 26. The Austrian National Library. The Arab world in Europe. A marvelous collection of letters and other literary items. Ends October 16. Keresztelyi. Portraits by the Hungarian artists, Gustav Klimt and Emilie Floga. Ends Feb 13. Seccesion. Klimt's "Beethoven Prize" is now back in its original and original home in the beautifully restored Seccesion. Also on exhibition are works by two young Austrian artists, Gustav Demisch, the painter and Willi Kopf, the sculptor. Ends November 9. Alberca. Exhibition of drawings by Alfred Hrdlicka, considered to be one of Austria's most controversial artists who managed to divide public opinion on plans by the City of Vienna

to (finally) build a memorial to those who fought in the resistance during the Second World War. Besides being wonderfully outspoken in a country which was divided by the long emergency and runs shy of its more immediate past, Hrdlicka is best appreciated for his sculpture. He is presently finishing his work on the memorial, which will be sited just across from the Albertina. Ends November 30.

Christie's season starts

In recent years there has been a spate of mergers among London's art dealers. One was the acquisition by the long established Henry Sotheman, book dealers, of the stock of Ben Weinreb, dealer in architectural drawings. Yesterday Christie's started to sell off some of the Weinreb collection that Sotheman reckons is surplus to its requirements. The first day brought in £218,305, with just 3 per cent unsold.

There were only three survivors from HMS Hood which was sunk by the Bismarck in the Second World War. A set of ten medals of one of them, Lieutenant Ted Briggs, sold at Glendinings yesterday for £5,500. At Phillips a Japanese buyer paid £16,500 for a Bru jeans bisque head doll. produced a total of £951,006 and less than 10 per cent unsold. A pretty if vacuous picture of young girls and a dog entitled "Meeting in a park" by Arthur Eilsley sold for a remarkable £58,200 as against a £30,000 top estimate. Painted in 1907 it was a record for the artist and typified the breezy decorative works that were in demand. A set of four steeple chase oils by Thomas Blinks also beat their estimate at £41,800 and another record was the £19,000 paid for "The Butterfly" by Robert Fowler, dated, 1906, which shows a lightly draped beauty admiring a butterfly.

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# FINANCIAL TIMES

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Thursday September 29 1988

## Tilting at EC windmills

OF ALL the challenges facing further European integration, one is paramount. It is to determine where the long-term interests of different countries dictate closer co-operation and unification, and where it is advantageous to preserve, and even promote, the national, regional and cultural diversity which is one of Europe's greatest strengths.

In highlighting this dichotomy in Brussels last week, Mrs Thatcher underlined the difficult choices it will pose all European governments in the next few years. However, having clarified the debate, she proceeded to muddy it again with factitious and irrelevant arguments.

She most obviously went adrift by insisting that a European Community based on voluntary co-operation between independent, sovereign nations was the only way to curb an otherwise inevitable slide into domination by a dirigiste central bureaucracy in Brussels. This is a false antithesis, which misrepresents both the way the EC works and Britain's own position.

### Shared determination

Though the Commission's past record in fulfilling this mandate is not beyond reproach, the Commission's growth of cross-frontier takeovers and anti-competitive government subsidies argue for EC-wide policies to keep markets open which are independent of strictly national concerns.

### Common mould

In 1985 Mrs Thatcher concisely assented to still further EC centralisation when she signed the Single European Act, which introduced far more qualified majority voting in the Council of Ministers. Britain approved the change because it wanted to make it harder for other countries to block progress towards a single market.

### Urgent tasks for Mr Ozal

LAST Sunday's referendum in Turkey has placed the Motherland Party Government of Mr Turgut Ozal in an invidious position. The Government had asked the voters to allow it to amend the Constitution and hold local elections in November rather than in March next year.

Because of Turkey's chronic atmosphere of political instability, the local elections are regarded as a vital test of the Government's popularity, even though the Motherland Party has an overall majority of 135 seats in the 450-member National Assembly, based on a general election less than a year ago.

The electorate voted against the Government's proposal by a decisive majority, though Mr Ozal emerged - after two television speeches threatening resignation, if he was rebuffed - with the same 36 per cent share of the popular vote which he obtained in last year's general elections.

### Reckless bidding

The experience of the past two decades has led Turkish voters to believe that they can force governments and political parties into reckless bidding to stay in power. Yet the same population has also shown remarkable resilience on occasion.

### Public works

For most of the past two years, Mr Ozal subordinated economic priorities to politics, with increasingly serious consequences. Inflation has climbed back to levels reminiscent of Turkey's crisis years in the late 1970s and is currently running just below 80 per cent.

### Salomon in Spain

Salomon Brothers, who not so long ago seemed to be cutting back all over the place, are about to open a representative office in Madrid. The move could be the prelude to further European expansion.

### Berlin air

The Berliner Luft is supposed to be good for you; not, however, for Robin Leigh-Pemberton, the Governor of the Bank of England, who has been confined to bed during the IMF meeting.

### Burt's future

This is the time when American Ambassadors are thinking about their future. None more so than Richard Burt in West Germany. Now 41, he took over in Bonn three years ago as the Reagan administration's youngest emissary abroad and already had a sparkling career behind him.

### Antique play

The season of new games has already arrived. The Serif Group, which handles Trivial Pursuit, has cooperated with the BBC to produce the Antiques Roadshow derived from the television programme on which people around the country present potential antiques for valuation.

### Girton's men

Girton College, Cambridge, seems to have forgotten its roots as Britain's oldest residential women's college. The invitation to its reunion dinner on Friday stipulates "black tie" - not a very helpful guide to the female graduates from a decade or more ago.

### Consolation

A new bumper sticker has appeared in Washington following the Bush-Dukakis television debate: "Thank God only one of them can win."

While nothing, not even time, will ever completely heal the trauma of the Challenger disaster, the imminent launch of the space shuttle Discovery should go a long way to restoring Americans' confidence in their ability to conquer space.

With a deafening roar and dazzling blaze of exhausts, the shuttle is due to lift off from Cape Canaveral's Kennedy Space Centre today. Some countdown delays are likely, given the complex machines, given the tense emotions involved, but hopes are high for a textbook return of US astronauts to space.

Success would vindicate the rigorous revamping of the shuttle and of the National Aeronautics and Space Administration in the 32 months since the seven-member Challenger crew died in the explosive disintegration of their space craft, victims of bungling bureaucrats and cavalier technicians.

It would also help take minds off the fact that the space shuttle has become an expensive system largely lacking in a mission. Much of its original workload as a space truck for delivering satellites into orbit has been turned back to expendable rockets. A major new role in building and supporting a US space station is in doubt because political and budgetary pressures could kill, or at least substantially curtail, the project.

Beneath the razzmatazz of the shuttle's phoenix-like rise lie troubling questions about the space programme. Critics worry that neither a Bush nor a Dukakis White House or a new Congress will have the vision, political will or money to reinvestigate space policy with clear long-term goals and leadership.

The Challenger accident drove home the cruel truth that the US had severely compromised its space programme by relying solely on the shuttle to lift people, satellites and scientific experiments into space. NASA, under intense budget pressure from successive Presidents, had advocated scrapping expendable rockets but had then failed to deliver an economic, safe and reliable shuttle.

Taking to heart trenchant criticisms from the disaster inquiries, NASA and its contractors have worked hard to put the shuttle and the agency's own organisation to rights. It has spent so far some \$2.4bn (£1.43bn) to make changes to Discovery, but the total will rise to about \$3.5bn by the time the other two surviving shuttles are replaced by Challenger.

In addition, NASA is spending over \$2bn to build a fourth shuttle to replace Challenger. The changes are so extensive that Discovery's launch is being treated as a test flight. The orbiter itself has had 220 major alterations, such as a crew escape system and improved landing gear. The booster rockets which caused the Challenger explosion have undergone 145 big changes, the main engines 30 and the external tank tanks eight. Of the 500,000 lines of computer code for the launch, 38,000 have been rewritten.

Another \$850m has been spent on reviewing and



Discovery being prepared for mating with its boosters

## Hoping for a boost

Rod Oram on Nasa's difficulties as it launches Discovery

Improving safety equipment and procedures. Nasa now has, for example, a vastly more elaborate system of quality control for preparing shuttles for launching to try to prevent a recurrence of the bureaucratic miscommunication and infighting that contributed to the Challenger's demise.

Realising that the shuttle's usefulness would lessen because of these higher costs and greater inflexibility, the Reagan Administration ordered in August 1986 that the launching of civilian satellites be handed over to commercial companies building and flying expendable rockets. Major US groups such as Martin Marietta and General Dynamics, entrepreneurs and foreign space powers are now vying for the business.

Arthur D. Little, the US consulting firm, estimates there is a backlog of more than 100 satellites to be launched at a cost of some \$7.5bn. Over the next 10 years an additional 200 satellites

roughly between \$30m and \$200m each depending on size. Burdened by more rigorous procedures, the turnaround time between shuttle flights has lengthened considerably. Nasa originally boasted of fortnightly flights when lobbying Congress for shuttle funds in the 1970s. It never did better than once every six weeks before Challenger. Now it says it needs 150 days preparation but hopes to cut the time to 75 days.

The shuttle is now an admirable piece of equipment, the best they can come up with, given the technological, political and budget trade-offs inherent in it," says Mr Brad Mealin, a managing director of CSP Associates, a Boston aerospace consulting firm. Nasa says the changes to equipment and procedures have increased the cost of each launch by about 50 per cent. Congressional analysts estimate, though, the cost has risen from under \$200m to more than \$500m if all hardware expenses and overheads are fully accounted for. In contrast, expendable rockets cost

glamorous lifestyle he has acquired in West Germany, there is talk of him seeking a job in business, in case the Democrats win. He says that he has a "few options" open, but does not want to talk about them until after November.

Men were let in from 1977 in an extension of Girton's liberal admissions policy. The three-mile gulf between it and the city centre, regarded as necessary protection for Victorian maidens, had by then become a recruitment liability.

Consolation

A new bumper sticker has appeared in Washington following the Bush-Dukakis television debate: "Thank God only one of them can win."

## BOOK REVIEW

# Liberalism in the 1990s

THE MODERN SOCIAL CONFLICT  
An Essay on the Politics of Liberty

By Ralf Dahrendorf  
Weidenfeld & Nicolson, £19.95

Those of us who feel that there is a common cure to both types of liberalism - and that each is impoverished if one just splits off to the political left and the other to the political right - will welcome Professor Dahrendorf's book.

The Modern Social Conflict is not, however, a list of mechanistic policies of the kind that political parties nowadays require from their intellectual think tanks. It is a historical essay, which cannot be easily summarised in a message in the first or last chapter.

The book is not difficult in the sense of a modern economist's book, with its rigour and quantification. But the argument has its own difficulty, which centres in part on the word citizenship, the concept which might bring together the two kinds of liberalism.

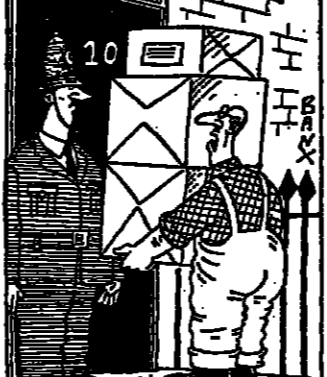
The issue which divides liberals is how much intervention, whether positive discrimination for racial minorities or economic levelling up, is required to make a reality of equal citizenship. Dahrendorf would side with classical liberals like Hayek in insisting that material inequalities and a market system are indispensable to a free society. But he would side with newer liberals, such as the US philosopher John Rawls, in wanting a good deal of redistribution and the erosion of less tangible social differences if everyone is to be a full citizen.

Why then does Mr Dahrendorf settle for some sort of moderate social democracy as his ideal? Because of his dislike both of the welfare state bureaucracy and of corporatism: in other words, government by arrangement between interest groups such as unions and employers' federations. The latter comes into its own mainly as a part of the wider goal of a non-work income available to all: an "anti-entirement not subject to the vagaries of political fashion". Nigel Lawson has spoken of a nation of inheritors; a basic income or its equivalent would make this a reality which it has no chance of being at present.

The difficulties facing basic income guarantee are not only cost. Just when the privileges of a leisure class can be approached by larger numbers, the ideal held out to us by the upper status groups has shifted in the direction of the workaholic, today's embodiment of the puritan ethic. Dahrendorf recognises that this is not a good climate for his new social contract, but rightly rejects fatalistic resignation to the worst aspects of the status quo.

Samuel Brittan

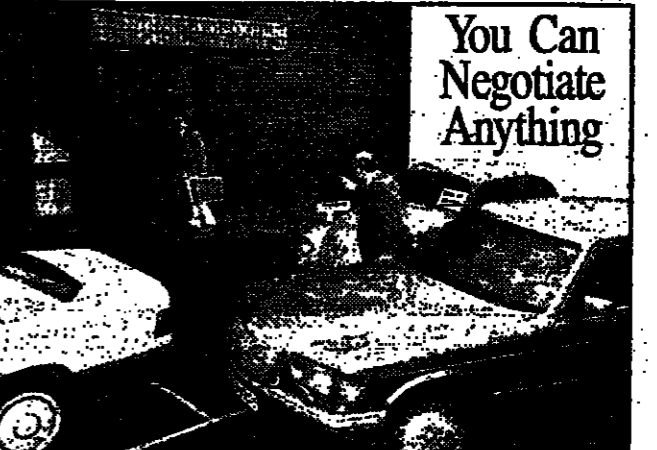
## OBSERVER



"Two crates of recycled paper and an air ioniser for the PM's office."

In Bonn he quickly adopted a high media profile. Married, in 1965, to a former aide of Nancy Reagan, he has extended the arm of American diplomacy to German illustrated magazines, where he often pops up in family photographs. A fresh round of publicity may be in store now that he has brought out a book on what he calls the "mature partnership" between West Germany and the US. Based on his speeches during his time in Bonn, it contains no revelations but is the kind of solid stuff that serious Germans might like on their bookshelves. Any profits will go to a hospice for sick children set up in Germany by the McDonald's hamburger company.

As to what happens next, Burt declines to encourage speculation that he may be due for a senior Washington post in the event of a President Bush. It would probably have to be very senior indeed to tempt him. Perhaps with an eye to keeping up the rather



## You Can Negotiate Anything

Negotiating is a craft, possibly isn't the best way to find out how well developed your negotiating skills are.

Along with the fireworks on Saturday 5th November will be some very special 'sparklers' from amongst the world's best negotiators: Herb Cohen, on his first visit to the UK, in two years.

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David Thomas on British moves to extend classroom-industry links

# A lesson in self interest

Mr Tony Doran, deputy head of Saltwell high school, in England's north-east, is preparing to exchange the familiar blackboards of his classroom for the bustle of the assembly line at Komatsu, the Japanese construction equipment manufacturer.

Next month, Mr Doran will start a six-month stint at the company which will give him a taste of all the jobs at its Gateshead plant, from painting and welding on the shop floor through to office and managerial functions.

For Mr Doran, it is an opportunity to understand the needs of one of Gateshead's larger employers and to see whether industrial management techniques can be imported back into his school. For Komatsu, it helps foster the image of being a good corporate citizen.

In the future, if the British Government has anything to do with it, there will be a lot more teachers following Mr Doran's path. Three Cabinet Ministers yesterday presided over a showy launch in London of an initiative to boost school-business links. The Government is appointing a national network of 140 advisers to act as a focal point for contact between the worlds of work and education.

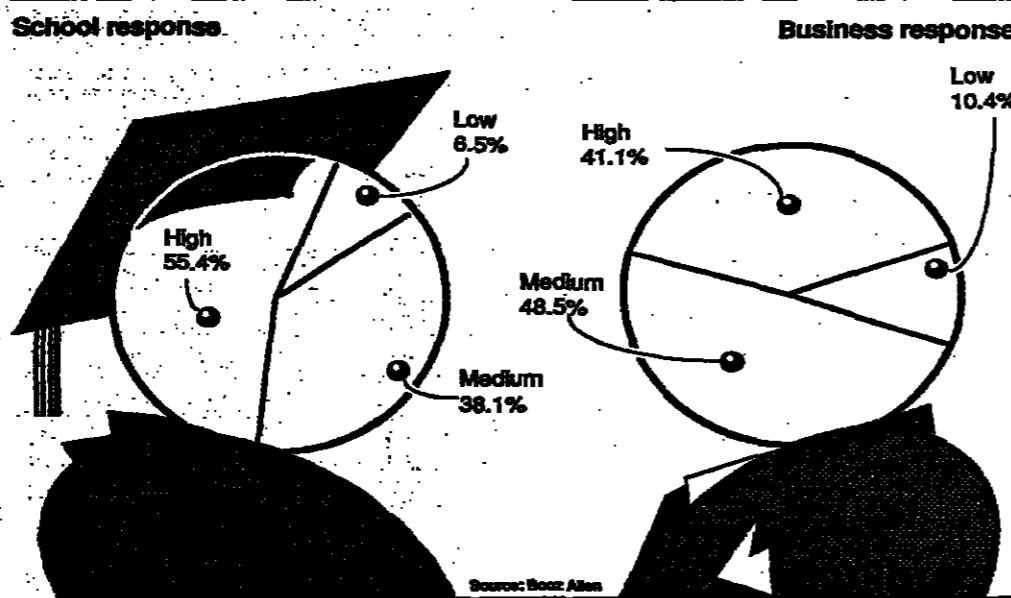
Top of the advisers' agenda will be two government targets. All pupils should have work experience before they leave school. A tenth of British teachers should get business experience each year.

Two reports out this week show just how daunting these targets are. The first revealed the depth of business dissatisfaction with the school system. The second disclosed just how patchy is the present level of contacts between school and business.

The Bow Group, a Conservative Party ginger group, surveyed 72 senior businessmen, representing companies as diverse as Amstrad, British Petroleum, General Electrical Company, ICI, Jaguar, Logica, Royal Insurance and United Electric. They were unanimous on only one item: that improving Britain's education should be a top government priority.

"Minimum standards and expectations tend to be low, engendering a tolerance of mediocrity, lack of motivation and undervaluing of skills," was one of the more moderate responses.

## How effective are existing school-business links?



tion of British industry reported on the biggest attempt to discover what is happening on the ground. Prepared by Booz Allen and Hamilton, management consultants, the survey found 46 per cent of secondary schools and more than half of business lacking sustained contact. One pupil in five, at best, is caught up in sustained links beyond brief work experience.

However, it would be easy to gain too depressing an impression from these findings. Scarcely a week goes by without the announcement of yet another company doing its bit by teaming up with schools.

One of the initiatives roasting most interest are compact, by which groups of employers guarantee jobs to schoolchildren from inner city schools who reach agreed standards in the classroom. Pioneered in the East End of London last year, the Government is helping to finance 30 new compacts next year.

"The thing has exploded enormous. It has exploded," Mr Richard Martineau, a director of Whitbread, the brewery group, told a recent meeting called by compact enthusiasts to drum up support among other employers. Whitbread's role in co-ordinating employees in the East London compact is now being emulated by other large companies, such as Citi-corp, Marks and Spencer and J.

Sainsbury. Many large companies are also expanding their traditional school activities. Shell, long noted for supplying educational materials, intends to sharpen up the focus by making these fit more closely into the new, more practically oriented school curriculum.

Even the Treasury, bastion of hard-headedness, is getting into the act. It is considering offering work experience, mainly in clerical functions, to 50 school children a year.

Two factors - need and opportunity - are converging to stir up interest.

Companies' school activities used to be seen simply as altruism. Now the focus is changing. Companies are beginning to realise that the skill shortages they face now are set to intensify by 1993 there will be 25 per cent fewer 16-year olds.

Self-interest represents a significant part of the sales pitch for companies in London compact is falling to establish links with schools now will have to scrape the barrel for recruits by the early 1990s.

Just as companies are waking up to the need, the opportunities for them to become involved in schools are growing. The Government's technical and vocational education initiative (TVET), compacts, City Technology Colleges, work experience and work shadowing for pupils and

teachers, co-operation on curriculum development, financing equipment, encouraging employees to become school governors, helping to train teachers - these are just a few of the routes open to a company eager to help.

But the very richness of opportunities may bring its own problems. One is confusion: many companies in the CBI-Booz Allen survey called for a rationalisation of the numerous organisations which now exist to promote the link activities.

Another danger is of raising expectations impossible to fulfil. Some schools are unrealistic in seeing well-heeled companies as a pot of gold offering welcome financial relief after years of penury.

A more fundamental issue is whether the great bulk of companies will respond at all. Contrary to conventional business wisdom, the CBI-Booz Allen survey found schools to be much more active in initiating links than businesses.

As Lord Young, Industry Secretary, said at yesterday's launch: "Companies, you have often complained about the quality and the attitudes of school-leavers. . . Before you complain in the future ask yourself why you were too busy to help that local school." The Government is calling industry's bluff.

The traditional capital of Frankfurt, which recently celebrated its 760th anniversary, has provided a magnificent, if occasionally slightly sinister, series of stage sets for this year's International Monetary Fund and World Bank meeting.

One highlight was a Citi-bank reception in the Grotpius Museum of Modern Art: several storeys around a huge covered courtyard, brilliantly illuminated at all levels; a barrel organ at the entrance, bands at the furthest corners and ranks of riot police in the streets outside. It was like a film set for an eye of revolution.

But was anything happening behind the stage? The conventional answer is no: finance ministers were trying, not always with complete success, to keep the world's currency markets sweet before the US presidential election, after which they would see the long-foreshadowed great US budget-balancing spectacular.

The spectacle will, in all probability, turn out to be a minor B film. Even if the US budget were miraculously balanced, the borrowing is highly likely to be transferred to the private sector, leaving the current deficit still in place, but probably not mattering.

This scenario will of course suggest itself to any close student of British events and the British Chancellor, Nigel Lawson, did indeed dwell on it in a highly abstract way. But not a single non-British representative whom I met showed the slightest concern with, or even good knowledge of, the UK current account deficit.

Whoever thought of the word imbalances to describe a pattern of worldwide borrowing and lending, between, for instance, the US, Japan and Germany, has a great deal for which to answer.



Fortunately not everyone is waiting in decadent fashion for an American initiative to which to respond. Work is going on on alternative monetary and exchange rate proposals. The main IMF studies should start surfacing in January, about the time a new American President takes over. But it would hardly take two hours for the Fund staff to present a framework for co-op-

# Fund-Bank conference notebook

By Samuel Brittan in Berlin

eration if called upon to do so. Nearly all Fund lending is to developing countries, who also make up the bulk of its membership.

It now has more in common with the Third World-oriented World Bank. Discussion of development and particularly debt problems dominates conversation at the annual meetings, and even more so among the commercial bankers.

On the debt side the poorest African countries, whose debts are nearly all official, have been helped by relief flowing from the Toronto Summit initiative. It was in the middle income countries, with debts owing mainly to commercial banks, that Michel Camdessus, the Fund's managing director, moved further from prevailing orthodoxy. He advocated "debt reduction" and even the hitherto unmentionable "debt forgiveness."

Mr Camdessus also wants to encourage the purchase by debtor countries of their own debt at prevailing market discounts. The process is already beginning and is also a key feature of the Japanese initiative.

The Fund director has an oratorical and presentational flair not seen since the days of Per Jacobsson in the early 1960s. In a dialogue with the German churches he was asked about the fate of the poorest when IMF conditions are imposed. In response he went beyond the party line of saying that the distribution of adjustment was a problem for debtor governments. He criticised the priorities so often given to military spending at the expense of education and health. Speaking on the same day as the ERM government-to-government, partly barter, British-Malaysian arms deal, he should have added something about the arms sales policies of Western governments.

At the political level an alliance is developing between Japan, France and the Fund itself on issues ranging from debt reconstruction to increases in Fund quotas. The Americans, Germans and British are understandably suspicious of the dirigiste instincts

of these countries. But why not respond with ideas of their own? Germany in particular, as the world's third largest economic power, needs to do more than keeping a stiff upper lip and calling for more details of others' proposals.

Meanwhile there need be no apology for trying to put macroeconomic co-operation in the main industrial countries on a better footing. Much the best contribution has come from an unofficial study chaired by a former British Cabinet Secretary, Lord Hunt (International Macroeconomic Policy Co-ordination, Group of 30, St Mary at Hill, London, EC3P 3AJ.)

The Group of 30 study reads like a development of Nigel Lawson's initiative at the 1987 meeting, when he advocated published movable exchange rate bands with some action to prevent a sustained inflationary or deflationary drift from the system as a whole.

This study should and could have formed the basis of the Chancellor's IMF speech this year. Instead he delivered a Treasury-derived lecture on the unimportance of the current account. Although, in my minority view, this is quite valid, it looks like special pleading when the British current deficit has surprised the Treasury by shooting up to 2 1/2 per cent of gross domestic product.

For matters affecting the world monetary system we must return to the Group of 30. The authors consider the alternatives of discretionary co-ordination, a system based on economic indicators and one based on exchange rates.

They reject discretionary management partly because it tends to be confined to troubloushooting in crisis. Or, as in the case of the notorious expansionary budget decided at the 1978 Bonn summit, it is the result of such protracted bargaining that the agreement is obsolete almost as soon as it is reached.

Co-ordination based on indicators is also rightly rejected. Links between instruments and targets are variable and

controversial - often even indirect. Governments are most unlikely to agree on any automatic connection between policy response and deviations in the indicators (whether intermediate ones such as the money supply or budget deficit, or more final objectives such as growth in prices).

Rule-based co-ordination, hinging on exchange rates, emerges as the best option: not only by elimination but because the exchange rate is "the single most important price in the economic system, unambiguously defined with instant data available."

Moreover, the European Monetary System experience suggests that participating countries can retain a good deal of freedom in fiscal policy. This upsets those who believe in co-ordination for its own sake. On the other hand, the much-vaunted monetary freedom conferred by splendid isolation is highly desirable; and nothing is gained by appeasing prime ministers on the matter.

The Plaza and Louvre accords, to the extent that they have worked, have been based on exchange rates. A rule-based system can use them as a foundation. As the study reminds us, there are many important details to decide. The present unannounced reference ranges are both broad and soft. The dollar is still just within its unpublished range, despite its sharp rise over the summer. Moreover, currencies are allowed to drift outside the ranges in time of stress.

Nevertheless, the key question relates to the arrangements for changing the ranges and also to how internal policy adjustments should be shared between weak and strong currency countries to make the ranges effective. Intervention can only buy a little time. These are the questions on

which the Chancellor over-cautiously missed the chance to make a contribution.

Of course conference speakers would describe them as difficult. In fact they are much less so than most human decisions. But they will not be solved by lying on our backs waiting for the next American President who I hope will show little respect for those disinclined to think for themselves.



## LETTERS

### Familiarity with figures

From Mr Godfrey Barker. Sir, I much admired Mr Michael Mansfield's explanation of the Government's fiddles with the unemployment figures. When, during the General Election, I asked Mr Neil Kinnock whether a Labour govern-

ment would instruct civil servants at the Department of Employment to remove these distortions from the figures forthwith, he replied: "No, people have got used to the figures in their present form." Godfrey Barker, 26 Charles Street, W1

### Discrimination in the Punjab

From Mr H. Singh. Sir, While the conciliatory gestures of the Indian Government in releasing detainees and approving a major agro-industrial project for the Punjab are laudable, the steps taken tend to bypass the problem of economic discrimination based on religion and caste.

The central Government still perpetuates the domination of the Punjab by sections of the population who owe little allegiance to Punjab culture, language and the socio-economic development of the state. The trend in India is towards industrialisation and urbanisation. Until the interface between the established urban communities and the new arrivals is sensibly handled, there would appear to be little hope for harmony and peace.

### Healthy demand is not enough

From Mr Jonathan Sloggett. Sir, I am pessimistic about the effects of the Channel Tunnel on ferries as Mary Carpenter implies (Letters, September 27). I agree that there are millions who will never wish to take an under-water route to the Continent.

However, the existence of healthy demand is not a sufficient condition of continued supply. What is required is demand at price levels which will allow shipping operators to remunerate their capital or (as in too many cases) not to push the providers of their subsidies too far.

### The CEEGB may frustrate the main purpose of privatisation

From Councillor F.A.J. Emery-Wallis. So there is a divergence of view in the City about the value to be put on the assets of the electricity industry and the scepticism about the Central Electricity Generating Board's investment plans ("Broker says electricity valuation is 'optimistic'", September 19).

We in Hampshire are sceptical about the CEEGB's proposal that one of its new 1500 MW coal-fired power stations should be at Fawley. It is a sensitive location, where the New Forest meets the Solent. Apart from our many envi-

### Into the maze of liquidation law

From Mr Brian Mills. Sir, I was interested to read your report ("Bankruptcy creditors 'leave over £1bn a year unclaimed'" September 22).

Mr Christopher Morris of Touche Ross, the author of the remarks referred to in the article, draws attention to the fact that many creditors fail to send in proxy forms for creditors' meetings, and that, of those who do, a large proportion make them out in favour of the meeting's chairman who, in a voluntary liquidation, will be a director of the insolvent company.

In this way, any such creditor is leaving his vote, and the control of his debt, in the hands of somebody who brought the business to its knees in the first place. It is perhaps more important to note that in a winding up by the Court, postal votes sent in for use by the chairman are not used to counter the votes of those creditors who actually attend. Perhaps the same procedure should be embraced in voluntary liquidations. If it were, the directors would rest with those creditors who actually attend (in person or through a representative).

My firm constantly represents creditors at these meetings. We make great efforts to explain the proxy forms to our clients and to see that they are filled in correctly. However, perhaps attention should instead be focused on modifying the conduct of the meetings for which the forms are prepared.

As to credit control being "slack", our experience, drawn from our dealings with credit controllers in various parts of the country, is that in recent years their interest in insolvency proceedings has increased, and they are often keen to play a part on behalf of their company.

Brian Mills, Booth, White & Co, 1 Wardrobe Place, Carter Lane, ECA

From Mr John B. Potter. Sir, Whilst legally speaking it may seem odd that smaller businesses do not pursue claims thoroughly against companies in liquidation, only quite large companies can afford a financial department specialising in the laws and procedures relative to the control and collection of funds.

Our experience of the practicalities of trying to recover monies from both liquidators and directors is that often the directors abscond, the liquidators are obstructive and sometimes "couldn't care less". We have had goods which were the subject of retention of title clauses go astray after the appointment of a liquidator. The laws and regulations need to be simplified and tightened and both directors and liquidators controlled more rigidly.

### The CEGB may frustrate the main purpose of privatisation

From Councillor F.A.J. Emery-Wallis. So there is a divergence of view in the City about the value to be put on the assets of the electricity industry and the scepticism about the Central Electricity Generating Board's investment plans ("Broker says electricity valuation is 'optimistic'", September 19).

We in Hampshire are sceptical about the CEEGB's proposal that one of its new 1500 MW coal-fired power stations should be at Fawley. It is a sensitive location, where the New Forest meets the Solent. Apart from our many envi-

ronmental concerns, we question the financial practicality of the proposal. It is one thing to fix a nationalised industry to get the £1.5bn needed to build Fawley B from the Treasury. It is quite another to raise that sort of money for a single project on the commercial market.

But my biggest concern is that the CEGB should not frustrate the main purpose of privatisation - a more competitive electricity generating business, with all the benefits which this would bring to the consumer. That means sustaining and encouraging commercial interest in the very promising smaller electricity generation options which tend to be a good deal less damaging to the environment.

The CEGB seems still to adhere to a faith in the consumer benefits of large-scale power generation. Surely we should leave to a privatised electricity generation industry the decisions about how to adapt and augment the present pattern of, on the whole, large-scale generating units?

To many of us, the most promising course would seem to be to give greater flexibility to the present system by adding to it smaller generating units near areas of expanding demand, not more giant projects like Fawley B. It would be most unfortunate if, by putting forward proposals for huge new power stations, the CEGB in its dying days manages to deter commercial interest in new approaches to electricity generation, and to saddle us with a continuation of the "big station" policies of the 1960s.

F.A.J. Emery-Wallis, Councillor of Hampshire Council, The Castle, Winchester, Hants

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# FINANCIAL TIMES

Thursday September 29 1988

**Bostwick Industrial Doors**

## Italy steps up Mafia battle after murder of judge

By John Wyles in Rome

THE ITALIAN Parliament yesterday stepped up its battle against organised crime with an attempt to accelerate plans to equip its anti-Mafia Commission with new powers. The Government, lashed by a fresh wave of attacks on politicians in general, was spurred into action by the Mafia's execution on Sunday night of a senior Sicilian judge.

clear threat of resignation from Mr Domenico Sica, the new Commissioner. In an interview published by Italy's financial newspaper, *Il Sole 24 Ore*, on Tuesday, he warned that unless Parliament approved the proposal for a substantial increase in the powers and resources of his office, he would quit on August 2 1989 - one year after his appointment. His nomination and the decision to give him unprecedented powers of investigation and co-ordination of the national effort against organised crime was specifically designed to demonstrate that the state was

stepping up its battle against the Mafia. The events of the past few days suggest that the Mafia is equally determined to demonstrate that it is far from intimidated. The judge who died on Sunday was Antonino Saetta, of the Palermo Appeal court. He and his 35-year-old son were hit by more than 40 bullets. The Mafia was displaced by his regular appearances on a local television station to urge public protests against connections between local politicians and organised crime.

Within 24 hours, the Sicilian Mafia made another murder-point by shooting to death Mr Mauro Rostagno, a former militant left-winger, who had spent the past eight years running a centre for drug addicts and alcoholics at Trapani. The Mafia was displaced by his regular appearances on a local television station to urge public protests against connections between local politicians and organised crime.

The problem was one of numbers, he said. Terrorists could be counted in hundreds at most, had known friendships and left identifiable lines. However, there were more than 20,000 suspected mafiosi, to which should be added "the mafiosi already found guilty, the recyclers of money, the sub-contractors and the 'clean' front-men heading companies above suspicion."

## French conflict over credit cards

Ian Davidson reports on the march towards financial deregulation

THE melodramatic conflict pitting the leading French banks against the Government over the increase in their credit card charges has become a headline story in France second only to the Olympic Games and the strikes in the state-owned broadcasting networks.



Bérégovoy: keeping up public pressure on the banks

The sound and fury over the credit card charges is no doubt less significant than the melodrama would suggest. Yet the conflict is a symptom of the changes in the French financial system, which has already made large strides towards the world of liberalism and competition, but without entirely leaving the old world of state regulation and financial corporatism.

On the opposite side of the battlefield, the Government has not waited for a formal verdict on the competition question but has kept up the public pressure on the banks to back down. From as far away as the annual IMF meeting in Berlin, Mr Bérégovoy has reiterated his view that the banks should simply withdraw the increased charges. A senior Socialist has warned that the party might not vote for the elimination of the tax on bank advances, as scheduled in the 1989 budget, at a cost of FF1.4bn (\$219m) to the state.

Within hours Credit Lyonnais announced that it was suspending its planned increase and was engaged in consultations with the relevant consumers' organisations. The two other banks said they would stick by the announced increases. The documentary evidence carried away from the three banks should quickly enable the ministry to decide whether to refer the matter to the Competition Council. The banks themselves claim that there was no concentration since the announced increases were slightly different for different categories of card, and were to come into force on slightly different dates - September 1 or October 1.

Whether the anti-competition charge can be made to stand up in either case, it seems clear that the argument is really the penultimate gasp of a long-standing reflex, according to which the financial system takes its marching orders from the Finance Ministry. This may sound odd when the minister in question is Mr Bérégovoy, the pioneer of deregulation four years ago and

who is probably a more genuine economic liberal than Mr Edouard Balladur, who presided haughtily over the Finance Ministry during the two years of the Chirac Government. Moreover, Mr Bérégovoy's apparent motive for making a major case of a secondary issue is partly his anxiety about the rate of inflation for services, which is going up twice as fast as that for goods, and partly his concern to resist anything which points in the direction of higher interest rates.

Nevertheless, governmental reflexes have deep roots. In 1986 the Chirac Government removed price controls for services, at least in principle. But when at the beginning of last year the banks sought to introduce a generalised system for charging fees for cheques, there was a large public outcry, not unlike the current controversy over the credit card charges. Mr Balladur publicly called on the banks to postpone their plan, and cheques still do not carry a specific charge. No doubt that experience is one reason why the banks waited for 18 months before taking on the credit card issue.

As a result, the banks complain that they are losing money on both the main methods of payment, cheques and cards. According to one study, a cash withdrawal by cheque in a bank branch cost FF15, while the handling of a cheque for payment costs FF2-FF3. By contrast, a cash withdrawal by card from an automatic distributor, of which there are 11,000 country-wide, costs about half as much as a cheque: FF8-FF9.50, depending on the complexity of the machine; while the processing of a purchase by card costs almost as much as a cheque: FF2. Moreover, at least the banks receive a fee for issuing a card - FF75 for a nationally valid card before the latest rise, and FF135 for an international card. It is hardly surprising, therefore, that the banks have been discouraging the use of cheques for small payments, and pushing the use of cards instead.

It is not surprising, but it does little to endear them to their customers and it makes them easy targets for the gibes of the political establishment. In the meantime, the French Post Office has leaped into the breach, by launching its own card entitled "Post Epargne". Although not a fully fledged credit card, it is a cash card which can be used to withdraw up to FF1,500 in cash per week from Post Office savings accounts (Comptes Epargne), at any one of the 600 distributors now operating.

This new card capitalises, in a different way of course, on the success of the Post Office's "smart" telephone cards (17m sold last year), the most sophisticated version of which charges the bill of a home or office telephone account. No country in the European Community is more aware than France of the significance of the Single European Market and as it comes nearer, no doubt France will increasingly move towards the real liberalisation of the financial system. It will then become very difficult to assume, on the one hand that the financial markets must be transparent and interest rates inter-connected, but to expect, on the other, a complete disconnection between the fees charged by financial institutions.

A problem of this magnitude could not be left to technical bodies and Britain was among those who had pressed for a serious debate on the subject within the UN. "It is in the face of natural disaster that we are made most vividly aware of the fragility and interdependence of human existence. Faced with the enormity of the difficulties, the speed and universality of response is extraordinary."

## UK backs call for chemical weapons talks

By Our UN Correspondent in New York

SIR GEOFFREY Howe, the British foreign secretary, yesterday added his support to UN proposals for a conference on chemical weapons. Joining the growing wave of international criticism of Iraq's refusal to allow an inquiry into allegations that it has used such weapons against its Kurdish minority.

On Tuesday, the US House of Representatives overwhelmingly approved the imposition of sanctions against Iraq for its use of chemical weapons. The Senate has already approved a separate package, and these will now be reconciled with each other to form a final bill.

In a wide-ranging speech to the UN General Assembly, Sir Geoffrey also spoke of the threat of ecological disaster, and urged the UN to direct its attention to the subject. The need for an independent inquiry into charges that Iraq used chemical weapons against the Kurds was "evident", he said. Iraqi refusal to co-operate in this was "all the more to be deplored."

On the other hand, they argue with complete unanimity that they have not put up their charges since 1985, and that the fees they charge do not

On Tuesday, the US House of Representatives overwhelmingly approved the imposition of sanctions against Iraq for its use of chemical weapons. The Senate has already approved a separate package, and these will now be reconciled with each other to form a final bill.

On the environment, Sir Geoffrey said recent natural disasters were a poignant reminder of the need to tackle the long-term issue of the health of the planet as a whole. "The possibility of climatic change caused by the increase in the greenhouse gases leading to a global heat trap has become a real concern."

On Tuesday Mr Edouard Shevardnadze, the Soviet Foreign Minister, delivered a speech touching on the same issues at the UN and Mrs Margaret Thatcher, the British Prime Minister, spoke on the environment at the Royal Society in London.

On Tuesday Mr Edouard Shevardnadze, the Soviet Foreign Minister, delivered a speech touching on the same issues at the UN and Mrs Margaret Thatcher, the British Prime Minister, spoke on the environment at the Royal Society in London.

**WORLD WEATHER**

Location	Temp	Wind	Cloud	Precip	Humid	Visib
Alaska	25	15	10	0	65	10
Algeria	22	10	10	0	60	10
Amsterdam	15	10	10	0	65	10
Antwerp	15	10	10	0	65	10
Athens	25	10	10	0	60	10
Bahia	25	10	10	0	60	10
Bangkok	30	10	10	0	60	10
Bombay	30	10	10	0	60	10
Buenos Aires	20	10	10	0	60	10
Calcutta	30	10	10	0	60	10
Cardiff	15	10	10	0	65	10
Chennai	30	10	10	0	60	10
Cairo	25	10	10	0	60	10
Colombo	30	10	10	0	60	10
Dakar	25	10	10	0	60	10
Dhaka	30	10	10	0	60	10
Dublin	15	10	10	0	65	10
Geneva	15	10	10	0	65	10
Hanoi	30	10	10	0	60	10
Hong Kong	30	10	10	0	60	10
London	15	10	10	0	65	10
Los Angeles	25	10	10	0	60	10
Lyons	15	10	10	0	65	10
Manila	30	10	10	0	60	10
Medan	30	10	10	0	60	10
Mumbai	30	10	10	0	60	10
Nairobi	25	10	10	0	60	10
Paris	15	10	10	0	65	10
Perth	25	10	10	0	60	10
Port of Spain	30	10	10	0	60	10
Rangoon	30	10	10	0	60	10
Reykjavik	10	10	10	0	65	10
Rome	20	10	10	0	60	10
Singapore	30	10	10	0	60	10
Sydney	25	10	10	0	60	10
Taipei	30	10	10	0	60	10
Tokyo	25	10	10	0	60	10
Toronto	15	10	10	0	65	10
Ulaanbaatar	10	10	10	0	65	10
Washington	15	10	10	0	65	10
Wellington	15	10	10	0	65	10
Yokohama	25	10	10	0	60	10
Zurich	15	10	10	0	65	10

### Deutsche Bank buys stake

Continued from Page 1

Deutsche Bank has become increasingly active in the Australian dollar Eurobond market, launching deals both in its own name - with the paper placed with its retail customers - and for international borrowers.

The deal remains subject to approvals by the Australian Treasury, the Foreign Investment Review Board, the Stock Exchange and other regulatory authorities.

### Kremlin calls urgent talks

Continued from Page 1

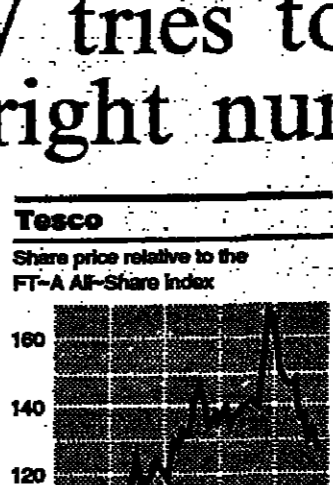
result of this in the Krasnoyarsk region.

Mr Gorbachev said last week that some officials were now asking for retirement, but implied there were still major upheavals under way.

"For some, this is a formidable drama," he said. "The people who retire are at odds with the new ways, or just feel they can't cope with new patterns. We mustn't be afraid of that."

## C&W tries to dial the right number

Cable & Wireless's \$284m bid for Telephone Rentals is small bear in relation to its own stock market capitalisation of around \$4bn, but this does not mean that it can afford to lose its first hostile takeover battle. Having been made to look rather foolish by the speed with which Racal jumped out of its reach, C&W urgently needs to prove that it can mount a successful takeover bid without paying a silly price. Even more important, the purchase of TR will go a long way towards offsetting concerns about the credibility of some of the heady growth projections for Mercury - C&W's fledgling rival to BT.



Whatever the true reason for its sagging volumes, Tesco itself is not to blame. It has managed once again to widen its operating margins by 0.6 per cent even though underlying cost increases are running at well above inflation. Some might argue that further margin gains from opening more supermarkets and from Tesco's investment in depots, scanning, and computers mean that well above average earnings growth is guaranteed for the next couple of years; and in that case a 0.6 multiple of under 12 might seem low.

The commercial logic of the bid is far more important than its immediate financial impact. Whereas Racal would have provided C&W with a welcome injection of new management and marketing skills, it almost certainly offers the best chance to buy a large customer base for Mercury's telecomunications business. In addition, it offers substantial engineering skills which will enable Mercury to compete head to head with BT. This is very important if the Mercury profit projections of £100m plus a year by the early 1990s are going to be met. BTW, for instance, believes that the TR acquisition could double Mercury's share of the major corporate market over the next four years.

TR's record over the last few years has been depressed by its need totally to remodelise its business, and its profits are starting to rise rapidly again. C&W will probably have to pay more than 15 times next year's earnings to win the prize. Earning the appearance of an unknown foreign predator, C&W probably has the field to itself. But that does not mean that it can dictate the price.

Macmillan

The Macmillan board could perhaps have been forgiven for agreeing a deal with Kohlberg Kravis Roberts which is being valued by Wall Street at only pennies more than Mr Robert Maxwell's \$89 offer - more is more, after all, even if it is just a little. But the board's decision to preserve four of the choicest bits of the business for posterity must surely prove difficult to justify before a Delaware judge who is believed to find such shenanigans distinctly unimpressive. Not even Mr Maxwell, whose arduous appears undiminished by yesterday's rebuff, can be expected to pay \$89 a share for a group which is four businesses the poorer than when he made the offer.

### Sun Life

It may be just conceivable that someone apart from the Sun Life board and UAP would benefit from the deal to be considered at today's AGM. But if so, Sun Life has certainly made little effort to prove it, and precious few of the group's institutional shareholders appear convinced. Stamping the deal with the reversed numerical 1982 does not mean that the two companies' plans for European cooperation would prove either workable or wise. And it requires a significant leap of

faith to believe that 15 per cent of an unquoted subsidiary of a nationalised French insurance company is worth the same as 18.2 per cent of Sun Life. All that does not mean, of course, that the institutional shareholders - many of whom are in the same line of work as Sun Life - will not have an attack of occupational solidarity and support the Sun Life management. And the voting intentions of the largest shareholder, Mr Donald Gordon of Liberty Life, appear to have changed several times in the past week - a fact which may have had some bearing on the share price at a time when Mr Gordon was also in the market for Sun Life shares. On the face of it, it is difficult to see why shareholders should back a deal box of personal animosity more than commercial or financial logic. If they do, they will have only themselves to blame for allowing UAP a look-in to Sun Life on the cheap; and the shares could manage quite a lot of underperformance in the five years before UAF would even be allowed to contemplate a fall bid.

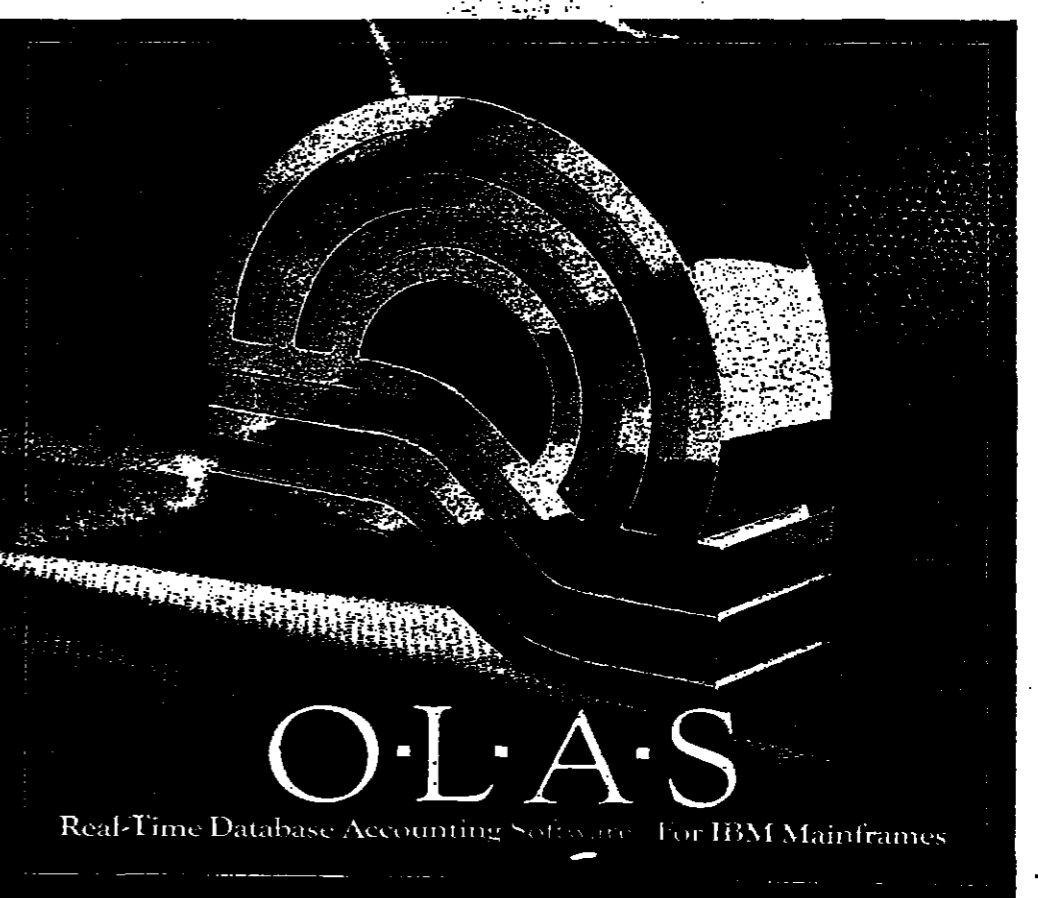
With the help of the Delaware courts, the nickel and dime business of stockpiling off Macmillan could begin again within a matter of weeks. However, in the meantime, Mr Maxwell might improve his position with an offer which is clearly - and not just subjectively - more attractive than the KKR deal. Whether his shareholders would use the same adjective to describe a deal which was already providing double-digit dilution at \$86.50 a share must remain in doubt.

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*Juliane Lita*

**ACCOUNTANCY COLUMN**

**Proposals on disclosure will win a mixed reaction**

By Richard Waters

ACCOUNTING standards are looking more and more like disclosure standards: they tell companies what to reveal, rather than how to account. That is understandable: it is relatively simple to argue that companies should show how much they spend on research and development or how assets acquired in a takeover have been valued in the new group accounts.

It is less easy to reach agreement on a consistent way of accounting for changing prices, or to restrict the way companies account for their takeovers. In its current debilitated state the Accounting Standards Committee has not the confidence, let alone the muscle, to solve such accounting problems.

Also, the financial community says it is more interested in fuller disclosure than more consistent accounting. Full information allows professional readers of accounts to make their own judgments about a company's track record and prospects.

It is no surprise that annual reports are getting longer and that readers spend more time analysing the small print in the notes than the large print in the profit-and-loss account.

To the proficient but casual reader it all looks like informa-

tion overload. But this does not detract from the value of proposals for extra disclosure which are due to be published soon by the Accounting Standards Committee.

The new information will not add pages to annual reports, but it will tell some home truths about companies. Not surprisingly, it will not be welcomed in all boardrooms. The subject: segmental reporting, or the way companies break down their figures by geographical or business area. Most large companies are involved in a range of activities internationally and it is the performance of each of these units that is vital to the whole.

More important than the fact that a group makes an overall profit of, say, £100m, is the fact that in one activity it made £200m while in another it lost £100m. Such information allows shareholders to ask the right questions of managers about the way their company is run.

The simple profit breakdown mentioned above is already required by UK company law. But there is much that neither the law nor the Stock Exchange's listings rules tackle (see table).

It is into this gap that the ASC is launching its own rules.

	UK		US		Canada		Australia		IAS14	
	A	B	A	B	A	B	A	B	A	B
Turnover by source	*	*	*	*	*	*	*	*	*	*
Turnover by destination	*	*	*	*	*	*	*	*	*	*
Intra-segment sales	*	*	*	*	*	*	*	*	*	*
Basal of inter-segment pricing	*	*	*	*	*	*	*	*	*	*
Profit	*	*	*	*	*	*	*	*	*	*
Assets	*	*	*	*	*	*	*	*	*	*
Capital expenditure	*	*	*	*	*	*	*	*	*	*
Depreciation	*	*	*	*	*	*	*	*	*	*
Description of segments	*	*	*	*	*	*	*	*	*	*
Rules for determining reportable segments	*	*	*	*	*	*	*	*	*	*

\* A = Analysis by class of business B = Analysis by geographical area \* indicates the existence of regulations Source: Financial Reporting 1987-88

They will introduce important changes. For instance, companies will be required to show the capital employed in each part of their operation, allowing readers to calculate the return on capital of a group's constituent businesses. That will be an advance for UK clearing banks, among others.

Geographical information will also be extended. Companies will be asked to show profits and capital employed in each area of the world, whereas at present they are only forced to reveal turnover.

However, the ability of com-

panies to define sectors in whatever way they want partly blunts this. Of Hanson's UK sales last year of £4,625m almost three quarters came in one of its four segments - defined in notes to its accounts simply as "consumer."

Companies are not likely to give away much more for competitive reasons.

Small companies will be exempted from the disclosure. In line with current thinking that much financial reporting is simply extra work with little reward, the ASC will only require disclosure from public

or large private companies.

Segmental reporting may also be the real answer to an accounting issue which has brought forth much heated and unsound thinking: brand accounting. The value of any asset depends on the stream of income it will generate in the future.

It follows from this that readers of accounts would prefer more information on the turnover or profits of particular brands, particularly if they account for a large portion of a company's sales or profits, to a catch-all valuation dreamt up

by the directors to be included in the balance sheet.

Unfortunately, the proposed accounting standard will not tackle this subject.

Companies will continue to be able to pick whichever "segments" they want. This means that a brand can be hidden alongside other products. A successful soap powder, for instance, could appear as part of "consumer products" along with a shopping-basket full of other, unrelated goods.

The brand accounting debate continues to focus on the standard argument that if a company shows all its assets (including brands) in its balance sheet, the world will know what it is really worth.

There are good arguments for treating brands as assets, but this is not one of them.

Anyone wanting to find out what a company is worth is not going to spend long on the balance sheet.

This shows a collection of assets valued at historical cost, market value, or a depreciated version of either, depending on the nature of the asset and the optimism of the director (and perhaps the malleability of the auditor). Throwing a further figure into the pot to represent brands is not going to help much.

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Central Audit Division  
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Accountancy Appointments also appear on page 11 and 27

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Buchanan & Partners

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- be required to contribute to strategic planning, business objectives and investment decisions.
- need to demonstrate the experience and the capacity to handle a range

of diversified activities at different stages of development including: Fields Hotel - (member of the Leading Hotels of the World), Travel, Shipping and Lloyds Agents, Madeira wine and Property development.

Ideally have some fluency in Portuguese, but Spanish or the proven ability to learn languages will be seriously considered.

This position is ideal for a versatile and progressive financial executive in possession of a major accounting qualification, looking for challenge, the opportunity to obtain experience within the EEC and longer term employment including career prospects.

The package offers a high standard,

of living, excellent benefits and all the savings opportunities associated with an overseas appointment whilst working in Europe. Madeira is a Garden Island and offers a special quality of life.

There will be an opportunity for the preferred applicant (and spouse) to visit the island, prior to employment offer.

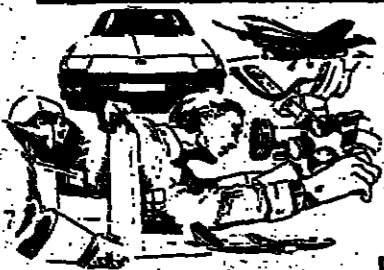
Interested candidates should write in confidence to Hamish I Davidson enclosing a full CV and current salary, quoting reference MCS/4005. Alternatively contact him on 01-378 7200.

Executive Selection Division  
Price Waterhouse Consultants  
Nos. 1 London Bridge  
London SE1 9QL

Price Waterhouse

# FINANCIAL CONTROLLER

£23,000 + CAR



Innovative, diversified, and committed to excellence, Alcon is the largest ophthalmic company in the world, operating in a wide range of markets worldwide. At our Banbury Laboratories we offer a position with Alcon with generic technologies which will supply a continuing array of new products and processes capable of satisfying growth over a long period.

A SPECIAL OPPORTUNITY IN AN ADVANCED R & D ENVIRONMENT

Backed by the largest aluminium company in the world, Alcon International is a dynamic force in advanced materials research and development. Our success is based on the ability to gain maximum commercial benefit from our activities. Nowhere is this more evident than here at the superbly equipped Banbury Laboratory. Currently employing some 230 staff, with a multi-million budget.

To maintain and develop our competitive edge a requirement has arisen for a high calibre qualified accountant to take control of the finance function. The successful applicant will report, administratively to the Laboratory Manager and be a key member of his senior management team, and functionally to the Divisional Controller, Alcon International Limited, Montreal. In addition to finance the duties will include financial planning and treasury activities and responsibility for the Purchasing and Payroll functions, with overall responsibility for the staff.

Candidates will need to be highly motivated with excellent operational and interpersonal skills with a necessary accounting qualification and several years relevant experience in an industrial or R & D environment. On offer is a highly competitive salary, company car and a wide range of company benefits which include a life assurance and pension scheme, flexible working hours, 25 days annual holiday and a generous relocation package where applicable. The position is also part of the Financial Skills Group of our UK associated Company.

If you enjoy working as part of a dedicated, multi-disciplinary team and are looking for a new challenge, please apply in confidence to the person named below, quoting reference 221 in CV or telephone for an application form quoting the reference 221 in CV.

Chris Spurgeon, Alcon International Limited, Banbury Laboratories,  
Banbury, Oxon OX15 7JP  
Telephone: Banbury (0299) 42821

# Financial Controller - designate

City  
Package to  
£40,000

Our client is a long established specialised insurance group seeking to appoint a fully qualified accountant to work with and succeed the present head of their finance and accounting function.

As well as group accounting in dollars and sterling the post has responsibility for monitoring substantial investments and for the early introduction of computerised accounts and information systems.

The successful candidate should not only have a background of computerised accounting, preferably in financial services, but also a sound knowledge of computer systems and experience in the insurance industry will be of considerable help. A personal approach that links innovation with the style of a City institution will be sought from applicants who will probably be in their early forties.

Please write, quoting reference 1555 and enclosing a full CV, daytime telephone contact and details of current earnings, to Trevor Austin, Executive Recruitment Division.

**BDO BINDER HAMLYN**  
Management Consultants,  
8 St Bride Street, London EC4A 4DA.

# Financial Director

MANCHESTER POLYTECHNIC up to £35,000

With an expenditure budget of approximately \$50 million and over 3,000 staff, Manchester Polytechnic is the largest institution of its kind. In April 1989 the Polytechnic will become an independent corporate body. The new position of Financial Director has been created to enable the Polytechnic to function efficiently and effectively in its new operating environment.

Reporting to the Director and a member of the small top management team, you will have full responsibility for the financial management of the Polytechnic. Your role will be varied and challenging.

Immediate priorities will be further to develop financial and management information systems and to ensure a smooth change is made from public to private sector accounting methods.

You will already hold a senior financial management position, ideally if you are in the private sector at present you will have experience of academic or other public sector employment, and vice versa if you are in the public sector. Whatever your background you must have the ability to take your colleagues with you in the implementation of far reaching changes.

If you have the necessary vision, drive and professional expertise this position offers a unique career opportunity. Please write enclosing your CV and daytime telephone number to Tony Potter, Ref 1887, Coopers & Lybrand Executive Resourcing Limited, Alton Court, 5 Alton Place, Leeds LS1 6LP.

Executive Resourcing  
Coopers & Lybrand

# Opportunities for Leisure/Retail Financial Managers Planning, Reporting and Analysis

West London/South Midlands to £30,000 + F.E. Car



Our client, operating in the leisure/retail sector (to circa \$500m) is a major operating division of a large, acquisitive international group. The division is committed to a major four year business expansion programme by building on its existing strength and position in existing markets, and by exploring innovative business opportunities in new markets.

In line with the above strategy, a number of organisational changes are taking place, and at this time within the finance function, the company has identified the need for two high calibre individuals. The immediate roles are key and will lead to excellent career opportunities in this fast expanding environment.

**FINANCIAL ANALYSIS AND REPORTING MANAGER - WEST LONDON**  
Reporting to the Group Financial Controller, you will be responsible for controlling the reporting and business analysis of the division, and for providing financial advice to functional directors.

**FINANCIAL ANALYSIS MANAGER - SOUTH MIDLANDS**

As a member of the senior management team based at the division's accounting and information centre, and supported by a staff of ten, you will be responsible for financial planning and analysis, treasury and balance sheet analysis.

For both positions you are likely to be a graduate, qualified accountant, with at least three years' commercial experience during which time you will have gained knowledge of micro computer systems and staff supervision. In addition, you will be self-motivated, a good communicator, have sound judgement and possess the assertiveness and diplomatic skills to act as an effective challenge to operational management.

If you can meet the challenge that these highly visible career opportunities offer, please telephone Peter Flamminger on 01-491 5431, or write to him, enclosing a current resume and salary details to: FMS, 14 Cork Street, London W1X 1PE (Fax No. 01-491 4965).

FMS

Search and Selection Specialists  
for  
Financial Management

# Young Financial Supervisor Initiate Ideas and Make an Impact

Make a significant contribution to a successful company poised for a period of considerable activity, in several dimensions, which will impact on the finance function.

Responsible for both financial and management accounting and the further development of sophisticated finance systems, you will supervise a staff of two within a young, enthusiastic and high calibre team.

Ideally an ACA, you have around one year's post qualification experience in financial accounting and an aptitude for systems development. Additionally, you are bright, energetic and capable of reflecting the imaginative approach and shrewd commercial flair

for which this firmly established oil company is renowned.

Based in London, you will command a negotiable, competitive salary with company benefits including a generous share participation scheme. You will also enjoy a positive environment which provides a high degree of autonomy.

In complete confidence, please ring or write with CV to: Steve Alagars, Simpson Crowden Consultants Limited, Specialists in Executive Search & Selection, 97-99 Park Street, London W1V 3HA. Telephone: 01-625 5909 (Fax ext 138).

Simpson Crowden  
CONSULTANTS

# Financial Director

WILTSHIRE, PACKAGE C.£40,000 + CAR

This is a successful, well established manufacturing company that is market leader in its sector. Part of a major European Group, the company has experienced substantial, highly profitable growth in recent years and turnover currently exceeds \$40 million. The opportunity has now arisen for a young Financial Director with a high level of commercial awareness to assist in leading the company to future success.

Reporting to the Managing Director, you will have responsibility for the finance, company secretarial and information

systems functions and will lead a sizeable team. You will play an active part in strategic and business planning activities and will ensure that the company's advanced systems are chosen forward to maintain competitive edge.

Aged over 30 and a qualified accountant, you will have at least two years' experience in manufacturing industry, a good knowledge of computerised systems and be accustomed to working in a results oriented company. You should possess strong management skills and the

desire to work in a commercial role that could potentially lead into general management.

Please send CVs, quoting Ref. JW 406 and including a day time telephone number to Janice Walden, Coopers & Lybrand Executive Resourcing Limited, 66 Queen Square, Bristol BS1 4LP. Tel: 0272 292791. Fax: 0272 307008.

Executive Resourcing  
Coopers & Lybrand

# ALPS

ACCOUNTANCY & LEGAL PROFESSIONS SELECTION LTD

3 London Wall Buildings, London Wall, London EC2M 5PJ  
Tel: 01-588 3576 Telex No. 987374

A key position - scope to become Finance Director in 3-12 months and to become Managing Director in the U.K. or overseas in 4-5 years.



FINANCE DIRECTOR - DESIGNATE

LONDON

£45,000-£80,000

MAJOR BRITISH SHIPPING AND TRANSPORT PART OF AN INTERNATIONAL GROUP

We invite applications from candidates, aged 37-45, who have acquired a minimum of 10 years' commercial financial experience and at least 3 years' either as the Financial Director or as the number 2. Responsibilities are widely drawn and cover taking a significant role in all business decisions, financial planning, cash management, tax planning, acquisitions, capital equipment acquisitions and disposals etc. Some overseas travel will be necessary. The ability to play a key role in forming the further profitable expansion of the company is important. Initial salary negotiable, £45,000 - £80,000 + car, contributory pension, free B.U.P.A., assistance with removal expenses if necessary. Applications in strict confidence under reference FDD166/FT, to the Managing Director: ALPS.

ACCOUNTANCY & LEGAL PROFESSIONS SELECTION LIMITED, 3 LONDON WALL BUILDINGS, LONDON WALL, LONDON EC2M 5PJ. TELEPHONE 01-588 3588 or 01-588 3576. TELEX: 887374. FAX: 01-256 8501.

# FINANCIAL CONTROLLER

## INSURANCE BROKING

City from £30,000 + car + benefits

Our client is a major international insurance broker, with an impressive record of success and profitability. It operates through offices in the UK, Europe, North America and Australasia.

A Financial Controller is now required to assume responsibility for financial and management accounting, credit control, treasury management and control of IBA ledgers. This key role within the financial management team reports to the UK Finance Director and requires the ability to work effectively under pressure and to prioritise a wide range of tasks.

Candidates should be chartered accountants

with a minimum of five years' post qualification experience, excellent inter-personal skills and a confident but personable disposition. Previous insurance accounting experience is essential.

The remuneration package, which is negotiable, will include an executive car and an attractive range of benefits.

Our client will have sight of all applications and candidates should, therefore, indicate any organisations they do not wish to consider.

Please write in confidence, enclosing full career details, to Hilary Douglas, quoting reference M7234.

## KPMG Peat Marwick McLintock

Executive Selection and Search  
70 Fleet Street, London EC4Y 1EU

## GROUP TREASURER

Basingstoke c.£35,000 + Car + Benefits

Wiggins Teape is a leading European manufacturer and merchant of fine and speciality paper and in 1987 had a turnover in excess of £1 billion. There are manufacturing facilities in U.K., Belgium, Spain, France, Italy and West Germany and as a market leader, the company has a strong record of investment and growth. It is a wholly owned subsidiary of B.A.T Industries, one of the world's largest industrial enterprises.

We are seeking to appoint a Group Treasurer to provide strong support to the Board and Senior Executives. With the complex international trading structure of the Group and the major impact that exchange rate movements have on profitability, this is a key role in the future development of the organisation.

Reporting to the Group Finance Director, the Group Treasurer will be responsible for further developing the existing central function with a staff of 12 and for co-ordinating the significant Group operations in Continental Europe. Responsibilities will include developing the Group's banking relationships, managing the overall debt position, funding investments and acquisitions as well as managing currency exposure and exchange dealing in some 20 currencies.

Aged between 30 and 40 you must be professionally qualified and will have extensive experience of treasury management gained in a large international commercial organisation. You must have had exposure to handling overseas subsidiaries.

The attractive remuneration package includes car, non-contributory pension, BUPA and assistance with removal expenses where necessary. Future career development could include a move within the wider B.A.T Industries Group.

If you feel that you have the necessary skills and experience to undertake this challenging role please write with your C.V. to Mr. R. J. Kendal, Group Recruitment Manager.

Wiggins Teape Group Limited,  
P.O. Box 88, Gateway House, Basing View, Basingstoke,  
Hampshire RG2 2EE. Telephone: (0256) 842020.

**WIGGINS  
TEAPE**

## Accounting Manager Italy

Base: Rome Salary: Lit. Neg.

A major US health care corporation with global revenues in excess of US\$ 8 billion is restructuring its Italian manufacturing operation in line with its continuing strategy for growth in Europe.

An Accounting Manager is now required to take responsibility for upgrading the management accounting system, its reporting functions and related projects. The individual must possess the drive and determination to develop within this expanding organisation.

This senior position, reporting directly to the Operations Controller, demands someone with fluency in Italian and English, a business or accounting

qualification and a minimum of 3 years cost accounting experience combined with proven management skills. An excellent salary package will reward the successful candidate.

Interested candidates should contact Rod Bailey on 01-256 5611 (01-600 0101 as from 1.10.88) or write to him at:

Rochester Ltd, 10th Floor,  
Garrard House, 31-45 Gresham Street,  
London EC2V 7DN  
quoting ref. BR1904.

Interviews will be held in London by arrangement and in Rome on 21st/24th October.

**ROCHESTER**  
International Search & Selection

## OPERATIONS CONSULTANT

c.£25,000 + Car  
C. London

This substantial and diverse multinational requires a young MBA to be responsible for the review of all major aspects of the businesses, in the UK, France and Benelux. The Operations Consultant will analyse areas of risk and exposure, advise on appropriate cost effective control to departments and subsidiaries, report on proposed major investments and provide advice, technical support and training in operations review. Candidates will be MBAs, aged 27-32, with four years experience in finance, marketing or a trading function.

## GROUP ANALYST

£25,000 + Car  
C. London

This substantial and highly entrepreneurial quoted Services Group requires a young Accountant for a trouble shooting role. As part of a small Head Office team working at Board level, you will be responsible for the provision of strategic business information, the identification of key problems and issues, as well as pre and post acquisition work. The successful candidate will be a newly qualified graduate Accountant (ACA/ACCA/ACMA) with strong analytical and interpersonal skills.

Please apply directly to Richard Carter at Robert Half, Freeport, Walter House, Bedford Street, 418 The Strand, London WC2R 0BR. Telephone: 01-836 3543, evenings 0344 889911.

Financial Recruitment Specialists  
London · Birmingham · Windsor · Manchester

## MERCHANT BANK

£24-26,000 package

CIMA/ACA  
MANAGEMENT  
ACCOUNTANT  
Age 23-30. Highly  
computerised  
reporting-constantly  
update systems-staff  
responsibility. Please  
enquire for fuller  
details.

Meridian Rec Cons  
01-255 1555  
fax: 01-487 3018  
25 Museum St, WC1 1JT

## ILG

### LEISURE AND TRAVEL INDUSTRY

#### Assistant to Group Financial Controller

CRAWLEY  
SALARY £24-26,000 NEG+CAR+BENEFITS

Rapid progress and development has resulted in the INTERNATIONAL LEISURE GROUP LTD becoming a major force in the exciting and highly competitive and travel industry. Our Group has experienced strong growth as a result of creative management, continual product innovation and effective management control.

As a result of internal promotion, we now require a chartered accountant with up to two years post qualification experience. The candidate would work as a member of a young, dynamic head office team with a high level of exposure to senior management. The work would cover all aspects of the Group Finance function but with specific emphasis on external reporting and project work and less emphasis on monthly management reporting. The role involves a substantial element of tax planning and compliance. Accordingly, the candidate should preferably have had greater than average exposure to tax work during their career. The post is seen as being an introduction to our business leading to a more commercially oriented management position.

To accept this challenge you must be in your mid twenties, ambitious, highly numerate and have first class communication skills. In return we will reward the right person with an attractive remuneration package.

Write, enclosing full CV, to:  
Coffin Habgood  
Group Financial Controller  
The Galleria, Station Road, Crawley,  
West Sussex, RH10 1HY

INTERNATIONAL LEISURE GROUP LTD

## GROUP CHIEF ACCOUNTANT

EARLY TO MID 20's. £22,000 + CAR  
TOILETRIES/COSMETICS  
LOCATION WEST LONDON

Our client is a highly successful FMCG manufacturer and distributor with subsidiaries in Canada, Greece and the Netherlands. Total group turnover is approx. £8 million and climbing fast.

If appointed, you will be responsible to the Financial Director (an unblinkered as we hope, you are) for the entire accounting and financial control functions of the group. The position requires a hands-on approach to ensure that the systems develop and produce the information required to enable the business to continue to expand.

In addition to the ongoing development and implementation of improved accounting systems, you will be responsible for the preparation of all management and financial accounting information, including budgets, cash flows and statutory accounts. You will also carry the responsibility for group cash management and tax compliance.

Ideally, you should be in your mid 20's, a qualified ACA or ACMA, with experience of medium to large company systems. It is essential that you are familiar with computerised accounting packages, in addition to Lotus 123. Other qualities should include flexibility, logical thinking and strong interpersonal skills.

If you believe you qualify and want a well rewarded, challenging training ground with unlimited opportunity, write or telephone:

**MARY  
VERKON**

35 Piccadilly, London W1V 9EP  
Telephone 01-734 7282

## A move towards senior management

# Ambitious Accountant

Surrey

c£23,000 + Car

Our client, one of the UK's leading exporters, is a highly successful, well established subsidiary of a diversified multinational group. Their success is based on a fast, flexible response to changes in market conditions and the ability to anticipate the trends of a dynamic market place. New exciting plans exist for the next development phase. An exceptional opportunity to play a major role in this development has been created for a high calibre, ambitious, qualified accountant from a manufacturing environment.

Excellent interpersonal, technical and analytical skills are also a prerequisite.

Based at the headquarters in North Surrey you will play a major part in rationalising the finance

areas of the three manufacturing sites which together have a turnover of £200m. Having carried out strategic reviews and capital project appraisals you will implement changes to achieve the efficiency essential in this highly competitive industry.

The position is regarded as a first rate training ground for future Senior Management. Career prospects are excellent and the company will not recruit an individual without the clear potential to achieve this status.

Candidates interested in this exciting challenge should contact Kristina White BA ACA on (0372) 375661 or write to her at Michael Page Finance, Cygnet House, 45-47 High Street, Leatherhead, Surrey KT22 8AG.

**MP**

Michael Page Finance

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## Director of Finance

Outstanding career opportunity in Healthcare

{ c£34,000 plus bonus }

Nottingham Health Authority provides the full range of healthcare services to a population of around 620,000. Turnover is in excess of £160,000 million a year, plus a significant annual capital spend.

Recent changes in strategic approach have committed the Authority to developing services on the lines of best commercial practice, management style and financial reporting. The resultant fast moving, innovative and changing environment offers a major challenge for an outstanding financial manager. As Director of Finance he/she will play the key role in strategic financial planning, in the re-development of financial information systems and in motivating a finance division of approximately 130 staff.

Applicants must be qualified accountants preferably in the age range 35-50. Previous Health Authority

experience is not necessary, providing that they can demonstrate successful experience at functional and strategic levels in large or complex organisations. The post demands strategic thinking, leadership and self motivation qualities as well as expert technical skills, a strong desire to innovate and the commitment to support high standards of patient care.

Applicants should write in confidence giving brief career details, age and current salary quoting reference MCS/2040 to Peter Talbot,

Price Waterhouse  
Management Consultants  
Victoria House  
76 Milton Street  
Nottingham NG1 3QY

Price Waterhouse

## Director Of Finance And Accounting

Speciality Chemical  
Manufacturers

North West  
c £30,000, Package,  
Car

This is a real opportunity to make a significant contribution to the continuing success of a highly profitable, £30 million turnover subsidiary of a major US Group. The company's products are sold to a range of industries particularly related to the electronics field and their reputation as a market leader and technical innovator is well established. Reporting directly to the UK Managing Director and functionally to the Vice President European Operations, the prime responsibilities include the control of the UK and European Companies finance functions to ensure their financial procedures and reporting comply with the US parent company requirements. There is particular emphasis on strong financial controls and foreign currency dealings. Candidates, aged 35 plus, will be qualified accountants with good management skills, commercial awareness as well as being exceptional financial practitioners and have at least 3 years experience as a senior Finance Executive in a well established manufacturing company. Experience of US procedures is essential and exposure to European accounting conventions an advantage. An attractive package is offered plus relocation assistance.

Mrs. J. Cull, Ref M18038/FT. Male or female candidates should telephone in confidence for a Personal History Form, 061-632 6500, Hoggett Bowers plc, St James Court, 30 Brown Street, MANCHESTER, M2 3JF.

## Hoggett Bowers

Executive Search and Selection Consultants

BIRMINGHAM, BRISTOL, CAMBRIDGE, CANBERRA, GLASGOW, LEEDS, LONDON, MANCHESTER, NOTTINGHAM, SHEFFIELD and WIDNES

A MEMBER OF BLUE ARROW PLC

## Financial Director

London NW3 early 30's to £35,000 + car

This is a new appointment to a UK-based organisation which provides a unique concept of professional services to corporate and individual clients with international interests, through a network of subsidiary offices and associates. The operation, having established a high reputation and an expanding, prestigious client base, is now well-placed to embark on a programme of significant growth. The group not only makes proposals for corporate restructuring and fiscal guidance but also provides clients, through its overseas offices, with facilities and advice to ensure the sustained effectiveness of the initial recommendations. The Financial Director will be responsible to the founder/proprietor for managing and extending these resources, for providing clients with financial reporting services and for contributing to the strategic development of the organisation. The role is therefore unusually varied, provides some opportunity for overseas travel, and calls for a self-motivated Chartered Accountant who is looking for a genuinely entrepreneurial opportunity. Ref 1670/FT. Write or telephone for an application form or send full details (with a day-time telephone number and current salary) to R.A. Phillips, ACIS, FCIL, 7-5 Old Bond Street, London W1X 3TB. Tel: 01-493 0156 (24 hours). Fax: 01-349 3668.

Phillips & Carpenter  
Selection Consultants

مكتبة لائبر

# So you think you know all there is to know about Management Consultancy?

Management Consultancy is not all that it's cracked up to be. It's a dynamic, fast-moving industry that offers a wide range of opportunities for those who are prepared to take an active role in their own professional development.

From financial control to strategic planning, from business reviews to systems development, from management information improvement to organisational change, there are all areas to explore.

More than a financial career, it offers a broad range of opportunities for those who are prepared to take an active role in their own professional development.

You take an accelerated career path, keep technically up-to-date, broaden your experience, and develop general management skills.

Working with today's - and tomorrow's - business leaders, you exert a real influence on the future of leading organisations.

Our consultants and clients are proud of your achievements. And you'll be well paid, with a salary in the range £20-30,000, plus other benefits.

As an accountant aged 24-27, your future could look better than ever. There are many more to look forward to.

To find out all there is to know about being a successful Management Consultant, send full personal and career details (including day and telephone numbers) to Stephen Mitchell, quoting reference 5126/PT on both covers of this paper. Alternatively, you may write to: Delta Haskins, 107 Cheapside, London EC2N 6DF. Please state your preferred location: Birmingham, London, Manchester.

## Delta Haskins, Solicitors

## GROUP FINANCIAL DIRECTOR

West Kent  
£35,000 + Car + Benefits

Our client is a profitable and expanding manufacturing group whose products are used in the cosmetic, pharmaceutical and allied industries.

Reporting to the Joint Managing Directors, the Financial Director will be responsible for all aspects of finance, information technology and administration within the holding company and its subsidiaries. Key initial objectives will be a detailed analysis of the group's costing procedures and further development of existing information systems.

The applicant, who should be a qualified accountant aged 30-40, will have to show a record of achievement in manufacturing and will have gained the broad commercial experience demanded by this senior position. Drive, enthusiasm, good communication skills and the ability to contribute to the decision making process are all essential requirements.

Please apply in writing, giving full career and current salary details to Peter Kaye, F.C.A.,

Rooke Holt  
83 Ebury Street, London SW1 9QY

## NATIONAL FINANCE DIRECTORS EXHIBITION

28 Sept - 30 Sept

Visit the Financial Times stand, No 6, at the National Finance Directors Exhibition, The Business Design Centre, Islington N1.

FINANCIAL TIMES  
LONDON'S BUSINESS NEWSPAPER

## RIVER CLYDE HOLDINGS plc FINANCIAL CONTROLLER

c. £23,000 p.a. plus car and bonus

River Clyde Holdings plc is the holding company of an independent group of underwriting agencies which act as managing and members agents at Lloyd's.

Due to recent growth generated internally and by acquisition, and plans for further expansion, the corporate accounting and treasury functions are now very important to the continued success of the business.

The position of Financial Controller is a new appointment and will be responsible for all aspects of the day-to-day accounting and treasury functions, as well as the preparation of management and statutory accounts.

Applicants should be qualified accountants aged between 24 and 27 with good communication skills and a sound understanding of computerised accounting systems. A knowledge of insurance is not essential, but there will be the opportunity to become involved with syndicate accounting.

Please write in confidence enclosing a full Curriculum Vitae to:-

Elizabeth Woodham, River Clyde Holdings plc, 5 Devonshire Square, Cutlers Gardens, London EC2M 4YD

## CHIEF FINANCE OFFICER

c.£50,000 + car + benefits

Our client is a well established London-based insurance group with a major office in the provinces.

The responsibilities of the post will include the co-ordination of all aspects of financial management for the group, ensuring that information is readily available to management and that controls are effective. In addition, this person will be responding to special situations as they arise and conducting ad-hoc investigations in pursuit of the group's stated intention to expand.

Candidates are likely to be qualified chartered accountants aged between 35 and 45. Experience of the insurance industry or financial services sector is desirable but not essential for an outstanding candidate with the right personal qualities.

In addition to technical ability, the position requires someone with a positive and realistic approach to achieving results; having highly developed communication and interpersonal skills; and a flexible attitude to meet changing circumstances.

Please send career and personal details quoting reference F/589/E to Denis Evans.

**EW** Ernst & Whinney  
Executive Recruitment Services

Becket House, 1 Lambeth Palace Road, London SE1 7EU.

## THE LONDON YOUNG ACCOUNTANTS CAREER FAIR 1988

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English & American Group Plc

Accountancy Personnel

The Mall Galleries, based near Admiralty Arch SW1, represents an ideal venue for the major career event of the year for finalists, newly and recently qualified Accountants.

If you're considering a new step in your career. If you're wondering which is the best direction to take. If you'd welcome the opportunity to talk to our clients in a relaxed, informal yet informative atmosphere, join us at the Mall Galleries and we'll put you in the picture.

For your personal invitation and information pack  
Telephone: 01-236 4428

or write to: Accountancy Personnel  
Career Fair  
Freepost  
London  
SW1E 5YZ

We'll turn your sketchy ideas into a masterpiece

## International Capital Markets

ACA "Big 8" Qualified  
c£25,000 + first class benefits package

Sumitomo Finance International is the principal capital markets subsidiary of The Sumitomo Bank, Limited, one of the world's leading commercial banks. Founded in 1973, it is a broadly based securities house active in all sectors of the international capital market.

A rare opportunity has arisen for a graduate Chartered Accountant of outstanding ability to assume immediate control of the financial accounting function and responsibility for the management accounting function within 12 months upon promotion to Assistant Manager. You will initially be responsible for 4 staff.

You will also be expected to make a strong contribution in your first year to the documentation, review and evaluation of existing systems based on an IBM S/38 mainframe.

Interested applicants should write to Mrs. Fiona Williams, Personnel Officer, at Sumitomo Finance International, 107 Cheapside, London, EC2Y 6DT enclosing a comprehensive C.V. Alternatively if you would like to discuss the position in more detail prior to applying you should contact J.M. Graham, Executive Director & Chief Accountant on 01-506 3001

The ability to develop a rapid understanding of the business and grasp the complexities of accounting for such areas as Swaps is looked for. There will be close contact with senior Management.

Candidates should have qualified with one of the "big 8" firms, have a first time pass record and be aged 24-27. Strong organisational skills and an outgoing personality are essential requirements.

Future prospects are excellent for involvement in related areas such as compliance and company administration.

## DELTA plc Financial Accountant

At the Head Office of Delta (an international Group - turnover £500m+), we are seeking to recruit a newly qualified accountant to work as part of the team reporting to the Group Treasurer. The position will involve the preparation of information for both management and statutory reporting requirements for the Group, development of computer systems and non-routine projects as required.

An attractive salary package is offered.

Please apply with full career and personal details to:  
The Group Treasurer & Chief Accountant,  
Delta plc, 1 Kingsway, London WC2B 6XF.

# The Institute of Chartered Accountants in England and Wales

## Results of Professional Examination II held in July 1968

### List of Successful Candidates

- A**
- Abbott D. S. (Neville Russell), London  
 Acroyd P. (Arthur Young), London  
 Adams M. A. (Spicer & Oppenheim), Birmingham  
 Adams C. W. (Price Waterhouse), London  
 Adcock J. (Ernst & Whinney), Southampton  
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 Andrews M. W. (Price Waterhouse), Newcastle  
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 Ansonias S. M. (Price Waterhouse), London  
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 Antoniou P. D. (Arthur Andersen & Co.), London  
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 Armstrong D. (Coopers & Lybrand), Plymouth  
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 Atkin P. L. (Ernst & Whinney), London  
 Atkinson N. F. (Hobbs, Aspinall & Price), Ripon, Yorkshire  
 Atkinson R. F. (Spicer & Oppenheim), London  
 Atwell Thomas G. (Ernst & Whinney), Cardiff  
 Aubrey K. J. (Goodman Jones), London  
 Aymer P. A. R. (Bridger Hamlyn), London
- B**
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 Beckwith S. F. C. (Price, Bailey & Partners), Bishop's Cleeve  
 Bailey J. L. H. (Grant Thornton), London  
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 Baker F. C. (Spicer & Oppenheim), Nottingham  
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 Baker R. O. (Price Waterhouse), London  
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 Campbell D. J. (Coopers & Lybrand), Reading  
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- D**
- Calder D. X. (Price Waterhouse), London  
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 Edwards J. S. (Price Waterhouse), London  
 Edwards J. T. (Price Waterhouse), London  
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 Fairhead Z. (Spicer & Oppenheim), Leeds
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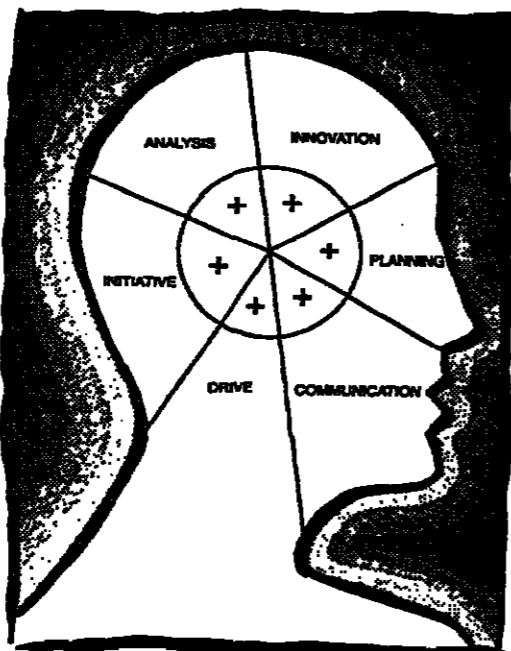
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**INSIDE**

**SmithKline takes some tough medicine**

Faced with severe hospital spending cuts over the last five years, the corporate health of SmithKline Beckman has been endangered as sales of its leading drugs have plummeted. The US pharmaceutical group, reluctant to divest itself of any divisions, hoped to silence its critics with a huge reorganisation plan this week. But these moves to build defences against hostile takeover bids may not have gone far enough. **Page 17**

**Western Australia Inc open for business**

The Western Australian Development Corporation is one of the few breed that straddles the private and public sectors. It has evolved into a sort of entrepreneurial arm of the Labor Government, generating profits and dividends for the state through property management and, most notably, its launch of the Australian Nugget gold coin. Now the corporation is setting its sights on the world insurance market and even tourism. Chris Sherwell looks at part of what is sometimes disapprovingly referred to as "WA Inc." **Page 19**

**Fresh controversy at Lonrho**

Lonrho, the international trading group headed by Mr Tiny Rowland, never seems to be far from controversy. The latest dispute is over movements in the Lonrho share price after directors publicly pondered on the asset value of the group, and the possibility of a management buy-out, without using the official stock market channels of communication. David Walter examines the issues at stake. **Page 25**

**Reynolds forges new look**

Reynolds Metals, the second largest US aluminium group, is forging a new European profile largely under the direction of Bill Bourke, chairman and chief executive. "We were competing against ourselves in Europe. We did not have a unified front. We came across as lots of squeaky voices, not one loud one." The wide-ranging changes that he has implemented are now beginning to bear fruit. **Page 19**

**Move to cool Taiwan's ardour**

Taiwan's stockbrokers return to work today after a three-day holiday and the surprise weekend move by Ms Shirley Kuo, Finance Minister, to impose a capital gains tax on stock market profits. Their mood is expected to be angry. But the Government is still hoping that the volatile behaviour of the market can be curbed and investment ardour cooled. Not all analysts, however, are convinced that this is possible. **Page 46**

**Tin men try to find heart**

Next month's meeting of the Association of Tin Producing Countries in the Nigerian capital of Abuja is expected to be faced with the difficult dilemma of reconciling acceptable export levels that satisfy the increased production capacity of producers while sustaining the steady price recovery of the commodity. While the tin industry is showing an optimism unthinkable three years ago, there is a real danger of oversupply. **Page 42**

**Fiat increases profits by 21% to L2,202bn**

By John Wyles in Rome

ITALY'S Fiat Group maintained steadily rising profits in the first half of the year with a 21 per cent increase in consolidated pre-tax profits on sales of L22,886bn (£16.2bn), 14.3 per cent above the same period last year.

The boom in the European car market has once again powered the diversified group to record first-half profits which, before tax, rose by L382bn to L2,202bn. As 9.7 per cent of sales, this performance was 0.5 percentage points better than last year's first six months and considerably higher than the 8.3 per cent recorded in all of 1987.

Investments fell slightly by L148bn to L1,172bn, but research and development spending rose by L120bn to L1,700bn. The group's financial position continued to strengthen from a net indebtedness at the end of last June of L424bn to a surplus of L1,294bn.

For the first time for several years, the company's statement yesterday drew attention to rising labour costs. Due to index-linked pay rises, Fiat's national engineering pay deal and the recent company-level agreement which Fiat says will cost L260bn this year.

Despite its presence in more than 15 different sectors, Fiat Auto continues to dominate the group's activities, accounting for nearly 60 per cent of sales. In the first six months, Fiat sold 1,106m vehicles, which yielded a 13.2 per cent increase in sales to L13,500bn and a rising share of the European car market, from 15.2 per cent in the first half of last year to 15.8 per cent.

Its 60 per cent share of the Italian market has been maintained. Shares in Britain, France, West Germany, Spain, Switzerland and Portugal have all risen.

Industrial vehicle sales rose by 18.4 per cent to L3,800bn after a 21 per cent increase in production to 65,900 units. Tractors and earth-moving machinery registered increases of 12 per cent and 5 per cent, respectively. Elsewhere, the vehicle components companies raised their sales by 24 per cent to L1,744bn.

Fiat's civil engineering subsidiaries boosted sales by 33.1 per cent to L322bn, and its railway systems activities, which the group is ready to cede to the public sector, increased sales by 63 per cent to L1,477bn. The only sales setbacks were production systems (-3.8 per cent) and Siala BPD (-5 per cent).



Donald Gordon (left) gets ready for a showdown as he prepares a list of questions to put to Peter Grant (right), chairman of Sun Life



FEW MEN have had as long a grounding in the life assurance business as Mr Donald Gordon, the hard-headed accountant who leads South Africa's most dynamic life insurer, Liberty Life. Few are as deeply ingrained with the deal-making culture of London's merchant banking community as Mr Peter Grant, his opponent in the public battle expected in the City today over the future of the UK's Sun Life Assurance.

The confrontation between Mr Grant, Sun Life's chairman, and Mr Gordon, its biggest shareholder, has strained close to breaking point the British insurance establishment's traditional ability to keep its corporate politics firmly behind closed doors.

They may emerge fully into the open today at a Sun Life extraordinary general meeting when Mr Gordon is expected to challenge the terms of Mr Grant's long-awaited plan to take Sun Life into Europe via an alliance with France's huge state-owned insurer, UAP.

At that meeting, the attitude of other British insurers, with about 14 per cent of Sun Life's shares, will be crucial, since Mr Grant requires only a simple majority to have his way.

The aim of the deal, says Mr Grant, is to allow Sun Life to reap benefits from the liberalisation of European insurance markets expected in the run-up to 1992. Accompanied by a \$62m (\$104m) rights issue, the deal will give UAP 18.2 per cent of Sun Life, which will receive bonds worth 15 per cent of a UAP subsidiary, UAP International.

It also represents a manifestation of Mr Grant's determination to prevent Mr Gordon from dominating the company's affairs with the use of the 28.4 per cent stake in Sun Life held by Liberty Life's UK investment vehicle, TransAtlantic Holdings.

But three things, perhaps dangerously for a life company

**Irresistible force meets the immovable object**  
Today's Sun Life EGM will begin in a mood of confrontation. Nick Bunker reports

amid all the sound and fury over the way 1992 could reshape European insurance - is the question of what really is the best way for UK insurers to respond: by takeover, by joint ventures, or by building in Europe from scratch.

The best way to grow, Mr Gordon argues, is by the hard graft of building a sales force from scratch. "There are no short cuts to 1992. You just have to roll up your sleeves and get down to work," he says.

The second question is whether this particular deal is structured to subvert shareholder democracy at Sun Life: Mr Gordon believes it is, since UAP proposes to agree not to vote its shares contrary to Sun Life's board, giving Mr Grant a stranglehold over decision-making.

On the first point, profound scepticism is voiced by independent observers in London about the commercial benefits of a Sun Life-UAP link in southern Europe, where Mr Grant says Sun Life will use UAP's existing distribution channels in Spain and Italy. Like Mr Gordon, they argue that Sun Life will be paying far too much for a non-controlling stake in what amounts to an unlisted subsidiary of a nationalised French company.

"It's all very dubious," says Mr David Hudson, insurance analyst with Barclays de Zoete Wedd. "Everybody's talking about joint ventures but the more we look at

it the more we wonder whether there are synergies in a partnership between insurance companies."

Sun Life's planned joint ventures could take a decade - if ever - to produce distributable returns of the £50m Sun Life says it will invest in European operations.

One question mark hangs over the viability of UAP's existing operations in Italy and Spain as vehicles for selling new products developed by Sun Life.

Tom Bennett, of London's Morgan Grenfell Securities calculates that on a very optimistic assumption of 10 years of 30 per cent per annum life business growth in Italy and Spain, distributable profits would reach only £5.8m for Sun Life in 1998.

The issue of shareholder democracy is best symbolised by the curious deal announced last week in which Malson Compagnie de Lazard, UAP's adviser, has agreed to acquire the 7.5 per cent stake in Sun Life held by Groupe AG, previously seen as a potential bidder. Mr Grant hints cryptically at obscure Franco-Belgian financial politics: "AG have battles to fight in Flanders," he says.

What bothers some fund managers, impatient with all the intrigue, is that decisions about Sun Life, and the other people's money it controls, appear destined to be cobbled together in Parisian salons over the next five years between powerful interests - Sun Life's current board, UAP, Groupe AG and Mr Gordon - without much scope for shareholder democracy.

"We've had to live with one bogeyman, Donny Gordon," says the chief investment manager of one of the UK's six biggest pension funds, who plans to vote against Mr Grant today. "Now we're going to have several bogeymen. Everybody's getting something out of this except the poor old ordinary shareholders." **Lex, Page 32**

**Maxwell challenges Macmillan poison pill**

By Roderick Oram and Raymond Snoddy

MR ROBERT Maxwell, the British publisher, yesterday launched a legal action in the US courts to try to regain the upper hand in his increasing bitter battle for Macmillan, the New York publishing house.

He gained support from a group of investors led by Mr Robert Bass, a wealthy Texan, which had opened the bidding for Macmillan with a \$64 million offer in June. The group subsequently dropped out but it still holds 9.5 per cent of Macmillan stock.

The Bass group told a Delaware court that it wanted to tender its shares to Mr Maxwell, believing his \$39 a share offer was the best one available according to one of Mr Maxwell's New York financial advisers. The group asked the court if it could join Mr Maxwell's suit against Macmillan.

At the initial private hearing in the Delaware court, Macmillan's legal domicile, Maxwell Communications Corporation renewed its attack on Macmillan's poison-pill provision and said it intended to take action against a "crown jewel" lock-up agreement with Kohlberg Kravis Roberts (KKR).

On Tuesday, Macmillan accepted a cash and paper takeover offer from KKR, which was slightly higher than Mr Maxwell's cash offer.

Under the lock-up provision, KKR has the right to buy four key businesses in the Macmillan group if its takeover offer fails.

Technically the only Maxwell offer now on the table is an earlier \$36.50 bid.

The final \$39 offer was dependent on Macmillan agreeing to a merger.

An increased bid for Macmillan has clearly not been ruled out by the litigation agreement.

Analysts believe the KKR offer was worth at most only a few cents more than Mr Maxwell's offer of \$39 a share cash. Macmillan accepted KKR's offer of \$2.05 cash and securities which KKR's advisers said were worth around \$3 a share. The Street valued them, however, at around \$7. Its shares slipped 1/4 to \$69 1/2 yesterday morning. **Lex, Page 16**

**Swiss Bank denies information leak on bid for Gold Fields**

By Kenneth Gooding in London

SWISS BANK Corporation revealed yesterday that it was taking part in the financing of Minorco's bid for Gold Fields (\$4.9bn) bid for Consolidated Gold Fields. It also confirmed its London stockbroking subsidiary, Savory Millin, dealt heavily in Gold Fields' shares and options in the period leading up to the announcement of Minorco's offer.

There have been demands for a UK Government investigation into possible insider dealing in Gold Fields' shares ahead of the bid. However, Swiss Bank insisted last night it was not involved in any leak of information. "We are sure our Chinese Walls procedures designed to keep sensitive information confined to only one part of a financial institution) worked satisfactorily throughout the period."

Swiss Bank said it had kept the regulatory authorities, that is the Bank of England, the London

Stock Exchange and the Securities Association, informed of its situation in the Gold Fields bid.

The signs were yesterday that the Stock Exchange was satisfied with Swiss Bank's explanation. Apparently there was a tight-knit team involved in the finance arrangements and Savory Millin dealt only with established institutional clients.

Gold Fields estimates that the bid is worth 8.2m of its shares, or nearly 4 per cent of the issued capital, were bought in the three days before the bid announcement.

Lord Young, the UK Industry Secretary, in a letter to Mr Rudolf Agnew, Gold Fields' chairman, yesterday acknowledged there has been public concern about the dealings.

Mr Agnew had suggested that the unusually high volume, particularly in options, warranted an investigation by Department of

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In Touch with Tomorrow  
**TOSHIBA**

**C & W launches £283m bid**

By Philip Coggan in London

CABLE & WIRELESS, the international telecommunications group, yesterday launched a £283m bid for Telephone Rentals, the second largest distributor of telecommunications equipment in the UK.

The bid was rejected as "wholly inadequate" by the board of Telephone Rentals last night, which advised shareholders not to sell their shares.

Mr Gordon Owen, joint managing director of C & W, said that the group had been looking at Telephone Rentals for two years but had been waiting for Mercury, the group's telephone network subsidiary, to reach the right stage of development.

Mercury is the only UK competitor of British Telecom in the field of mainstream telephone services. Although Mercury's turnover is now running at an annualised rate of around £100m, its business remains tiny compared with British Telecom's.

The main business of Telephone Rentals is the installation and maintenance of PABXs, the telephone management systems used particularly in office switchboards. BT also dominates this market and a takeover would allow Mercury to use Telephone Rentals' 800-strong army of service engineers to sell its products.

One part of Telephone Rentals that C & W does not want is the South African subsidiary. C & W

has strong business contacts with the Caribbean which it does not want to upset.

Telephone Rentals, under the chairmanship of Sir Charles Bell, is expected to fight hard against the offer. Last year, its pre-tax profits increased 14 per cent to £18m on turnover of £106m and Mr Gus Moore, the group's managing director, said yesterday the company was a "strong, independent-minded business".

Telephone Rentals' shares closed at 335p yesterday, 124p higher on the day and 30p above the C & W cash offer of 305p per share. That indicates that the market expects either a rival bid or a higher offer from C & W. Cable & Wireless shares closed up 2p yesterday at 387p.

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**Chief price changes yesterday**

FRANKFURT (DM)		PARIS (FF)	
Alcatel	171.8	Alcatel	390
Boisjoly	348	Boisjoly	325
Boisjoly	348	Boisjoly	325
Schering	533	Schering	430
NEW YORK (\$)		TOKYO (Yen)	
IBM	21 1/4	IBM	885
Motor	97 1/2	Motor	1210
Time Inc.	106 1/4	Time Inc.	1110
Phelps	23 1/4	Phelps	1730
Genentech	17 1/4	Genentech	1050
MGM-UA	12 1/4	MGM-UA	2130
LONDON (Pence)		MILAN (Lira)	
Alcatel	464	Alcatel	140
Barr	750	Barr	240
Chrysler Inv.	420	Chrysler Inv.	780
Comcast Int.	553	Comcast Int.	227
Genentech	17 1/4	Genentech	1050
IBM	21 1/4	IBM	885
Motor	97 1/2	Motor	1210
Time Inc.	106 1/4	Time Inc.	1110
Phelps	23 1/4	Phelps	1730
Genentech	17 1/4	Genentech	1050
MGM-UA	12 1/4	MGM-UA	2130

## INTERNATIONAL COMPANIES AND FINANCE

## Montedison offers \$271m for Ausimont minorities

By Alan Friedman in Milan

MONTEDISON, the Italian chemicals company controlled by Mr Raul Gardini's Ferruzzi group, is planning to offer \$271m to buy out minority shareholders of Ausimont, a Wall Street quoted specialty chemicals subsidiary.

The Montedison offer, which is being made at yesterday's New York Stock Exchange share price of \$33.50 a share, is for the 27.3 per cent of Ausimont not owned directly by its Italian parent, which amounts to 8.08m common shares.

The plan to take 100 per cent control of Ausimont comes just five months after Morgan Stanley was asked by Montedison

to evaluate the break-up value of the company, which had 1987 net profits of L70.8bn (\$50.8m) on total turnover of L967.3bn. Morgan Stanley came up with a value of more than \$750m. Last month, Ausimont sold two of its carpet tile manufacturing businesses in the US, raising \$150m.

Mr Howard Harris, the American managing director of Ausimont, said last night that given Montedison's overall debt reduction in recent months there was no immediate plan for "any further significant asset sales by Ausimont."

Ausimont now consists of three main business areas; its

Montefuoco specialty fluorinated chemicals company, its Ausimont US holdings which include the former fluorinated chemicals activities of Allied Signal, and Dutral, the synthetic rubbers manufacturer.

Dutral is likely to be transferred to the new joint venture between Montedison and Enichem, the Italian state chemicals group.

The other two businesses will probably be incorporated into what remains of Montedison after the Enichem deal. Ausimont, which is based in the Netherlands, also has a joint-venture business with Asahi Glass of Japan.

## Nortel chief confirms nine-month profits slip

By Robert Gibbons in Montreal

MR EDMOND Fitzgerald, chairman of Northern Telecom, has confirmed analysts' forecasts that earnings for the nine months ending October 31 would be slightly lower than a year earlier.

But he told a US analysts group that revenues, profits and margins would show an improvement for the full 1988 year.

In 1987, Nortel, the international telecommunications equipment producer controlled by BCE, Canada's largest holding company, earned US\$347.2m or \$1.39 a share on revenues of \$4.9bn.

Some analysts have forecast a levelling out in Nortel's growth in the next two years and pressure on earnings.

Mr Fitzgerald said a shift in the pattern of the company's second-half performance was continuing, and this year the trend was towards a "very strong" fourth quarter, offsetting a weaker than expected third quarter.

Earnings for the first nine months will be a few cents a share below the 82 cents a share reported for the 1987 period.

Nortel is stepping up investment in marketing worldwide and in strategic research, in an attempt to bolster its future growth.

But programmes to ensure that market development and research spending were truly productive were already showing results, Mr Fitzgerald said.

Mr Fitzgerald said a shift in the pattern of the company's second-half performance was continuing, and this year the trend was towards a "very strong" fourth quarter, offsetting a weaker than expected third quarter.

## Alcan Aluminium to extend buyback

By Our Montreal Correspondent

ALCAN ALUMINIUM plans to extend its programme for buying back its own stock through the market in a move which could cost it about C\$350m (US\$289.2m).

The company is seeking regulatory approval for a stock repurchase programme covering up to 10m common shares through the Montreal, Toronto and New York stock exchanges, starting October 27 when the old programme expires.

## Ailing SmithKline builds defences

Deborah Hargreaves on a desperate reshape at the US drugs group

This week's broad restructuring plan outlined by SmithKline Beckman marks a desperate attempt by the US pharmaceuticals group to improve its competitive position before it falls prey to a hostile takeover bid.

However, Wall Street was less than impressed with the drug corporation's plans to save \$100m a year by a consolidation of its pharmaceuticals business. It believes the company will have to go further if it wants to remain independent.

Mr Jonathan Gelles, an analyst at Wertheim Schroder in New York, says: "We expect the core drug business to continue to be poor in the next year, with the company forced to sell off an asset or face a bid."

SmithKline has been under pressure to improve its operations since sales for its leading drugs have plummeted, with a corresponding drop in profits this year. But the company has been reluctant to divest any of its divisions, although its break-up value is estimated to be double the current market value of about \$46 a share.

The restructuring plan, which involves the sale of a 17 per cent stake in its Beckman medical instruments unit, goes as far as the company is currently willing to do in divestiture.

Beckman has faced a tough market in the last five years as hospitals have cut back on their spending. The division

has not really performed as well as SmithKline had hoped since its purchase for \$1bn in 1981.

But Mr Gelles believes the sale of the Beckman stake does little to reduce SmithKline's vulnerability to a takeover and that the company might be forced to go even further. The sale of the full Beckman unit would remove only 10 per cent of the company's assets.

At a press conference announcing the restructuring, Mr Henry Wendt, SmithKline chairman, was enigmatic about any further spin-off of assets. He said he would like to focus more on Allergan, the eyecare division, which has revenues of about \$700m a year but he would not specify whether he was grooming it for sale.

"The sale to the public of a minority interest in Beckman is one way of enhancing value for our shareholders. We will continue to evaluate additional and similar steps to enhance shareholder value," he said.

SmithKline has made a determined effort to highlight its other businesses - which include an animal health care unit and clinical laboratory services - particularly since its drug operation has fallen from favour on Wall Street.

However, although these businesses are doing well the company's growth has been primarily fuelled in the last 10 years by soaring sales of Tegamet, a drug used for treating stomach ulcers.

At one time the world's largest selling drug, Tegamet has

recently seen its market share eroded by intense competition from rivals.

Mr Gelles expects the drug's sales to drop below the \$1bn mark this year, from \$1.2bn last year, while its principal rival, Glaxo's Zantac, has boosted sales to an estimated \$2bn this year. At the same time, Dyaxide, SmithKline's diuretic drug, has seen its sales plunge.

SmithKline's weakness has been its inability to follow through the success of these two drugs. Analysts don't expect the company to be launching new products until the 1990s and have criticised the company's research and development division for its apparent disorganisation.

However, Mr Wendt is confident the re-organisation of the company's global pharmaceuticals business will put an emphasis on new drug development. The company stresses its development in research and says it has a good pipeline.

The restructuring plan unifies SmithKline's three pharmaceuticals units - domestic, international and research and development - under one organisation. This will help eliminate "substantial excess capacity" around the world, including the closure of a 40-year-old manufacturing plant near Philadelphia and the consolidation of several European facilities.

The consolidated pharmaceuticals division will be led by Mr

John Chappell, who is currently president of the international drug unit. Mr Chappell is the sole remaining pharmaceuticals division head, after the recent departures of Mr Jim Cavanaugh at the domestic drug unit and Dr Stanley Crooks as head of research and development.

The re-organisation plan would cut about 1,600 jobs from the company's 41,000 workforce, slashing corporate staff by 60 per cent and would result in a one-time charge to this year's earnings of between \$375m and \$400m.

Mr Wendt predicts earnings will drop to between \$3.75 and \$4.00 a share even before the charge. Last year, the company earned \$57.1m or \$4.50 a share on sales of \$4.33bn.

In the long run, the re-organisation plan should save the company \$100m a year and have a favourable effect on next year's first-quarter income, Mr Wendt predicts.

But Mr Gelles says: "This is just a saving on operating costs which could restrict growth and will not reduce the company's vulnerability to a takeover." He believes SmithKline should take itself private in a leveraged buyout, or buy another drug company which would provide cost-saving synergies.

The general feeling on Wall Street is that unless it goes even further than its current plans for restructuring, the company could be forced into a more drastic re-organisation by a hostile bid.

## Warner merger 'to go ahead'

By Roderick Oram in New York

WARNER Communications and Lorimar Telepictures said yesterday that, in spite of an court ruling, they intend proceeding with a \$630m merger which would make them the largest US producer of television programmes.

They will appeal a ruling by a New York state court that their merger, agreed in May, violated a 1984 shareholder agreement between Warner and Chris-Craft Industries. It is the latest row in a stormy five-year relationship between Mr

Steven Ross and Mr Herbert Siegel, respectively chief executives of Warner and Chris-Craft.

When Warner attracted a takeover offer from Mr Rupert Murdoch, the international publisher, Chris-Craft became its white knight and took a 19 per cent stake in January 1984. Warner, in exchange, took 42.5 per cent of Chris-Craft's BHC broadcasting subsidiary.

Messrs Ross and Siegel fell out quickly and have been fighting ever since. In the cur-

rent conflict, Chris-Craft argued that the 1984 pact barred Warner from owning any television stations as long as it owned 25 per cent or more of BHC.

The companies and regulatory authorities have failed to devise a way for Lorimar's television stations to be owned by Warner in a way acceptable to Chris-Craft.

Mr Siegel appears to be trying to use the issue to force Warner to reduce its stake in it.

## Genentech sees stagnant share earnings

GENENTECH, the leading US biotechnology group, expects to report share earnings for the third quarter of 6 cents, the same as the year-ago period, Our Financial Staff writes.

The company said its results were affected by slower than expected growth in the market for its thrombolytic heart-attack drug. Sales for the product were down 20 per cent compared with those of the last quarter. The forecast was made by Mr Robert Swanson, chief executive, at a meeting of analysts in San Francisco.

The biotechnology company reported net income of \$5.2m or 6 cents per share on revenues of \$48m for the third quarter of 1987.

## Kerkorian plans \$200m rights for MGM/UA

By Our New York Staff

MR KIRK KERKORIAN, the West Coast businessman, has come up with a new plan to raise capital for MGM/UA Communications, the film and television studio he controls, two months after a controversial earlier plan collapsed.

MGM/UA, 79 per cent owned by Tracinda, Mr Kerkorian's main corporate vehicle, will make a \$200m rights offering to its public minority shareholders on terms which will be set shortly.

The company will also sell off some unspecified assets and make all its films at MGM, rather than at United Artists as well, in an effort to improve financial performance.

The loss-making company said the combined actions should enable it to repay all its bank loans and improve its cash flow by about \$50m a year, as a result of reduced interest expenses and other savings.

Under the complex earlier plan, Mr Kerkorian had hoped to raise about \$172m of outside capital by splitting the company in two and selling 25 per cent of MGM for \$100m to two Hollywood producers, Mr Burt Sugarman and Mr John Peters. He would also have tapped minority shareholders for \$72m in a rights issue.

The producers walked away from the deal, however.

## Air Canada issue price reflects worries

By David Owen in Toronto

THE DECISION to offer 30.8m Air Canada shares to the public at C\$3 each (US\$6.6), the lowest price analysts had predicted, appears to indicate just how badly the Canadian Government and management of the state-owned airline want the issue to succeed.

The offering, originally announced in April, will put 45 per cent of the airline into private hands. If an option granted to underwriters to purchase an additional 3.5m shares is taken up, government ownership will drop to 51 per cent.

Proceeds, which will be used by the airline for fleet renewal, will be between C\$246.8m and

UNDERWRITING sources for the Air Canada share issue said the issue has been heavily oversubscribed.

They said that financial institutions received "about

half the shares they asked for," and that the issue would have a record number of individual subscribers, with their holdings ranging between 25 and 500 shares.

C\$274.4m.

With a general election looming, a high level of small investor participation is desirable for Conservative Prime Minister Brian Mulroney's Government, which faces criticism if too much of the issue falls into the hands of institutional or foreign investors.

Mr Mulroney would clearly not be averse to a sharp wind-

fall-generating rise in the stock's price when trading begins on October 11. This might put the Government's continuing privatisation initiative, which has been regarded with indifference or outright hostility by most Canadians, into a more favourable light.

Air Canada is hoping that a positive experience with the issue might coax the Govern-

ment (if re-elected) to proceed swiftly with the sale of the remaining 55 per cent stake.

The C\$3 price tag will translate into a price/earnings ratio of just over five - somewhat less than other Canadian airlines - if Air Canada's projection of a net profit of C\$103m in 1988 proves correct.

This might appear an tall order for a company which earned only C\$3m in its first half.

However, second-quarter income rose sharply to C\$37.1m after a C\$29.1m first-quarter loss, and the third quarter is traditionally the strongest for airlines.

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INTERNATIONAL COMPANIES AND FINANCE

The repackaging of a US group's European voice

Kenneth Gooding reports on the reshaping of Reynolds Metals

Mr Bill Bourke was one of the first chairmen of Ford of Europe in the early 1970s after the US automotive group decided to reorganise its operations across Europe. He is now using that experience to help reshape the European business of Reynolds Metals, the second-largest US aluminium group and one that is rapidly expanding its packaging operations. Mr Bourke, chairman and chief executive of Reynolds, says: "We were competing against ourselves in Europe. We did not present a unified front. We came across as lots of squeaky voices, not one loud one. Last year the group set up Reynolds (Europe) with headquarters in Lausanne, Switzerland, to co-ordinate its manufacturing, distribution and marketing across Europe. Co-ordination previously was by the group's International division, based in Richmond, Virginia. Mr Bourke says his Ford experience told him that to be successful in Europe, "you have to be there, be part of the community. The European aluminium companies are set up on a continental scale and we must match them". The change is already bearing fruit, he says. So much so that Reynolds has decided to expand operations at its Spanish subsidiary, Inasa (Industrial Navarra del Aluminio). Inasa's factory at Navarra produces a broad range of products and Reynolds believes that, in particular, it can become a major supplier of aluminium foil to the rest of Europe. Inasa's foil production capacity is being expanded by about a third to between 75,000 and 80,000 tonnes a year to keep pace with expected future

Straddling the public-private sector dividing line

Chris Sherwell on what some see as the Western Australian Development Corporation 'success story'

When it comes to the grey line between private and public sector, few straddle the boundary more intriguingly than the Western Australian Development Corporation (WADC). Established in 1984, the WADC is the creature of Mr Brian Burke, former state premier, and his Labor Party Government which came to power a year earlier. It was billed at the time as an institution which would promote private sector economic activity in the state by helping companies with ideas or skills but limited access to capital. In practice, critics say, it has gone beyond this to become a sort of entrepreneurial arm of the Labor Government, and one of a profusion of agencies trying to capitalise on their position and their access to enormous government cash flows to take risks and make profit. Indeed, WADC and these other agencies - which include the Western Australian Exim Corporation, the State Superannuation Board and the State Government Insurance Commission (SGIC) - have become so involved in and with private business that nowadays they are described by the disapproving catch phrase "WA Inc". WADC is the most interesting. A statutory body without a blanket government guaran-



Brian Burke established WADC in 1984

tee, it is required to operate profitably and is headed by a board of businessmen drawn from the private sector. Over four years it has made A\$50m (US\$39.4m) in profits, and returned to the Government a fistful of dividends. Mr John Horgan, chairman of WADC and formerly of Metro Industries, has a phrase for some of its achievements: "horrendously successful". Its most controversial activities have involved its role as an adviser to the Government on the use of its assets. This has involved it in the management and disposal of the Government's vast property portfolio - "cleaning up the Government's back yard," as Mr Burke once put it. According to Mr Horgan, the Government - "the biggest landowner in the largest state in the world" - was found to have 75,000 properties, 8,000 of which were not known about. "It was like busting into the lolly shop," he says. But critics say most of the work collating landholdings was done before WADC arrived on the scene. They argue it was not necessary to give WADC this responsibility, and that some deals have looked like no more than the Government passing the parcel. The most celebrated case has involved the Perth Technical College, a splendid red-brick building on the main street in

own profit. In March, Mr Kerry Packer, another leading entrepreneur, and Mr Warren Anderson, a property developer, bought this and three adjacent sites held by the SGIC two of them acquired from Mr Robert Holmes à Court's Bell Group after it was hit by the stock market crash. This A\$270m deal was the state's biggest property transaction to date, but it included both deferred payments and leasing guarantees on the complex which Mr Packer and Mr Anderson now plan for the massive site. Of course, not all of this can be laid at WADC's door. But it has raised the question of whether such an agency can manage the Government's assets, and whether it has not dealt first with the plums and left the harder-to-manage assets for later. WADC's other important role, of promoting the state's economic development, has come in for less sharp criticism. One of its earliest responsibilities was to manage the Western Australian Diamond Trust, which purchased a 5 per cent interest in the huge Argyle diamond mine and floated the units to the public at a profit. That purchase was made from Northern Mining, a company which the Government bought from Mr Bond. WADC's most notable achievement is the creation of

Gold Corporation, now a separate entity. Gold is Western Australia's second most important mineral after iron ore, and Goldcorp was established as a gold marketing, financing and trading operation based on the redevelopment of the Perth Mint, which anyway wanted to exploit the obvious commercial opportunities. Its big success has been the introduction of the Australian Nugget gold coin. Within a year (and two years ahead of schedule), the Nugget captured 10 per cent of the world gold coin market. In large measure, this is due to WADC's recruitment of two key figures: Mr Don Mackay-Coghlin, the man who masterminded the promotion of the South African Kruggerand, and Mr Nigel Desbrock, who came from InterGold. As part of its general hope of developing Perth as a financial centre, WADC has also managed to attract Industrial Bank of Japan to Perth, taking an initial 30 per cent (later reduced to 5 per cent) of IBJ Australia Bank in the process. Whether WADC will succeed in its other aim, of setting up an Australian International Insurance Exchange in Perth, remains unclear. The idea is that it would write a significant proportion of the estimated A\$2bn in insurance and reinsurance business which leaves Australia each year.

WADC says an exchange would be viable, adding that the plan has received a boost from a Federal Government decision to allow certain insurance premiums as offsets under its offsets programme. Under this programme, foreign winners of Australian government contracts have some of the goods made in Australia or buy other Australian goods and services. WADC's readiness, in line with its original purpose, to participate in business ventures with private enterprise (preferably with the aim of divestment once an enterprise is established) is well illustrated by the case of IBJ. It has built up a range of investments over four years, and even exited from some. The list includes a venture capital company, a joint venture with a Middle East company to introduce a new breed of sheep with meat export potential, and a company making diamond drill bits. WADC is also involved in a resort development in the northern coastal town of Broome. To speak to WADC and its supporters, the institution has been a boon to the state and an object lesson to others. Its critics are far more circumspect. Some view it with suspicion and mistrust; many wonder if it is really necessary. The verdict will lie in its record.

Bond to spin off HK unit

By Our Financial Staff  
BOND CORP International, a Hong Kong subsidiary of Mr Alan Bond's Bond Corp Holdings, plans to spin off part of its affiliate HK-TV, which would be split in two to meet new rules on television broadcasting in Hong Kong. Under the plan, HK-TV, consistently ahead in the ratings over rival ATV, would set up a company called Television Broadcasts to concentrate on television broadcasting and business related to HK-TV's broadcast licence.

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MANUFACTURERS AND DISTRIBUTORS OF LADIES AND CHILDREN'S CLOTHING  
An extract from Mr. Michael Radin's statement for the year ended May 27th 1988

**Results and Dividend**  
The Group has shown an after tax profit of £35,000 for the fifty two weeks ended 27th May 1988. The improvement referred to in my interim statement in February was sustained and we recovered from a half year trading loss of £375,000.

These figures do not include any element of our insurance claim for consequential loss, and loss of profits. Consequential losses were fully insured from the date of the fire until November 1987. Our detailed claim was submitted in December 1987 and we were confident that settlement would have been made before publishing this annual report. The inordinate delay in settlement is unwarranted and has contributed to the high finance charges your company has had to bear, with a detrimental effect on our profitability.

Our advisors are pursuing this matter and we will report to shareholders once we have reached a satisfactory conclusion.

Your directors have decided to recommend maintaining our Ordinary Dividend at last year's level of 1.75p per share. This absorbs £220,000 (last year £220,000) leaving a reserve on Profit and Loss account of £1,652,000.

**Property revaluation**  
During the course of the year your Group had its properties revalued professionally. The resultant surplus of £1,667,000 has increased the Shareholders' funds to £4,799,000.

**Future prospects**  
After the serious disruption experienced over the past twelve months due to the fire it is particularly heartening to report that your Group's delivered sales in the first quarter to August 1988 have shown an increase in excess of thirty three and one third per cent with the appropriate improved profitability.

The production capacity of the Group's factories is fully sold until Spring 1989 which demonstrates that we have fully recovered from the aftermath of the fire.

A new subsidiary, Max International Textiles Limited, has been created to design mid-price merchandise, and to source production in high quality fabrics for sale to existing and new customers and through our own concessions in the major multiple store groups.

This Company is already profitable and substantial orders are in hand for this Autumn season.

**Best Overall in Swaps**

1. Security Pacific
2. Bankers Trust
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9. Royal Bank of Canada
10. Morgan Stanley

Technical Excellence has made us Number One

In September 1988, Security Pacific was ranked number one in swaps and other interest rate and currency risk management tools in a Euromoney poll of the world's most sophisticated borrowers and active swap users.

Security Pacific was also voted best in "Technical Systems and Information Back-up: providing the strategy and economics behind the deals" for the second year running.

Our commitment to technical excellence has produced a record of top performance in the three years we have been in the market:

- 1986 Swap House of the Year, *International Financing Review*, January 1987
- 1987 Most Effectively Developed Swap Team, *Euromoney*, January 1988
- 1988 Best Overall in Swaps, *Euromoney*, September 1988

This success results from Security Pacific's dedication to being the most technically advanced and innovative group in the market today.

We will continue to bring to our clients quantitative expertise and innovative solutions in order to help them achieve superior performance in today's complex financial environment.

- |   |   |   |
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### SWANSEA BAY

The Financial Times proposes to publish this survey on:

28th November 1988

For a full editorial synopsis and advertisement details, please contact:

Clive Radford  
on Bristol (0272) 292565  
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or write to him at:

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Bristol  
BS1 4RW



Weekly net asset value  
Tokyo Pacific Holdings (Seaboard) N.V.  
on 26/9 was US 154.17  
Listed on the Amsterdam Stock Exchange  
Information:  
Pierzen, Holding & Pierson NV.

## INTL APPOINTMENTS

### President of Sears Roebuck to retire

SEARS ROEBUCK, largest US retailing and consumer financial services group, has announced that Mr Richard M. Jones, president since 1986, plans to retire at the end of the year after 38 years of service with the company.

Mr Edward A. Brennan, chairman and chief executive, will take on the additional role of president, effective from the retirement of Mr Jones, who will then be 62.

Mr Brennan, 54, said: "Dick Jones is the primary architect of a dynamic, cost-effective capital structure that has assured Sears favourable access to capital markets worldwide. His vision has given us world-class financial management capability and his counsel has been instrumental in enabling us to efficiently finance the growth of Sears' diversified businesses."

DU PONT, the biggest US chemical company, named Mr Theodore F. Killheffer director of external affairs and chief counsel, Europe at its Du Pont de Nemours International, Geneva, subsidiary.

He succeeds Mr John E. Dull, who has returned to the parent company to fill the post of managing counsel at the Delaware headquarters.

Mr Killheffer joined Du Pont in 1967. From 1972 to 1984, he was responsible for the group's international trade policy. He served as chairman of the Industry Sector Advisory Committee on Chemicals and Allied Products for Trade Policy Matters, having been appointed to the Committee by the US Secretary of Commerce and the US Trade Representative. In 1986, he became chief counsel, tax division, at Du Pont.

FINANCIAL Security Assurance, a New York-based financial guarantee company, has opened a representative office in London and named Mr Anthony G. Hillier director of its operations, writes our Europe's staff.

Mr Hillier had been managing director of GEC Finance Ltd. He served on the board of Financial Security as a representative of General Electric, of the US, a shareholder of the insurance firm since it was established in July, 1986.

AT GENERAL Instrument, US cable television and electronic systems group, Dr Matthew D. Miller has been elected vice president, technology.

Dr Miller will be in charge of corporate technical strategic

planning and co-ordination of long-range research and development programmes in advanced technologies. He was formerly with Viacom International as vice president, science and technology.

Mr F.G. Hickey, chairman and chief executive at General Instrument, said: "Matt Miller is a leader in our industry. His extensive experience and knowledge in the technologies of cable television and satellite communications is a perfect fit with our company's needs."

REUTERS, the US-based international news and information group, has appointed at its Reuters North America unit Mr Paul A. Tattersall as vice president, Globex. From 1982 to 1987, he was president of the Minneapolis Grain Exchange.

Mr Tattersall, 53, will be responsible for development and implementation of the Chicago Mercantile Exchange (CME) Globex system for futures and options trading, for which Reuters has agreed to supply the transaction and communications network. He will also concentrate on Reuters' CME efforts to market Globex to other exchanges.

MAJOR US banking concern J.P. Morgan announced that Mr Michel Tilmant, a vice president of the group, has been made deputy general manager of its Belgian banking office.

Mr Tilmant, 36, who has worked for the Morgan group since 1977, has had responsibility for co-ordination of Morgan Investors Services activities in Europe for the past two years.

PHELPS DODGE, largest US copper producer, elected Mr J. Steven Whisler a senior vice president. He retains his company post of general counsel.

Mr Whisler, 33, who joined the group 12 years ago, will become a member of the senior management committee. He will remain chief legal officer and oversee many of the company's staff functions, including environmental services, government relations and corporate information services.

Elected to a new position of vice president, engineering, is Mr Richard W. Rice, aged 45. He has been with the company since 1966, last serving as manager of engineering services.

ESSELTE, the Swedish office automation and supplies group, named Mr Raoul Waldendor executive vice president responsible for finance, control and business development.

## INTL COMPANIES AND FINANCE

### Stet lifts midway earnings by a third to L1,288bn

By Alan Friedman in Milan

PRE-TAX earnings at Stet, the electronics and telecommunications concern that is part of Italy's IRI state holding group, rose by 33 per cent in the first six months of 1988, to L1,288bn (£912.7m).

The Stet profits came on the back of L6,225bn of consolidated turnover, an increase of 12.9 per cent year-on-year.

The Rome-based Stet includes among its holdings: Italtel, the telecommunications equipment maker; SIP, the state telephone company;

Selenia-Elasag, the defence electronics business; Italcable, the overseas telephone company; Sirti, the telecoms installation and maintenance subsidiary; and other related businesses.

Selenia-Elasag is to be transferred to another IRI group company, Finmeccanica, after a planned reorganisation that will focus Stet's activities on the telecommunications sector.

Stet's gross operating margin, before depreciation and interest charges on the group's L14,521bn of net debt, came to

L4,418bn for the first half of this year, up by 17 per cent on the equivalent period in 1987. Stet employs 126,500 people.

The SIP unit said it expects its 1988 profit at least to match the 1987 profit of L485bn, up from L455bn in 1986. It added: "Even taking into account certain problems weighing on the results, whose extent will become clearer in the second half of the year, it is expected that 1988 will close with a positive result, at least matching that of the preceding year."

### Renault says profits likely to top FFr6bn

By Paul Betts

RENAULT, the French state-owned car group, expects to report net profits of more than FFr6bn (£940m) this year confirming its strong recovery, Mr Raymond Levy, the chairman, said yesterday. Sales this year are expected to advance to FFr160bn from FFr147bn last year.

Renault returned to the black last year, after intense restructuring, with a profit of FFr3.7bn. It had accumulated heavy losses in the previous years, with a deficit of FFr10.9bn in 1985 and a record loss of FFr12.5bn in 1984.

Although Renault continues to be heavily burdened by its debt, Mr Levy said the group had steadily reduced this and it was expected to be less than FFr40bn at the end of this year after totalling as much as FFr55bn at the end of 1986.

Renault is hoping to reduce its indebtedness even further by securing a FFr12bn debt relief programme from the French Government, its sole shareholder. This would reduce FFr40bn of debt to around FFr28bn.

The French Government is negotiating a new debt relief plan with the European Commission, which previously approved the former right-wing

### Reports from the Paris Motor Show

government's proposals to reduce Renault's debts by FFr12bn and to transform its privileged status of a state-controlled "regie" into an ordinary Societe Anonyme.

However, the new Socialist government has decided not to change Renault's status, although it has told the group it will go ahead with the FFr12bn debt-relief programme. The Government is arguing that the debt relief will not distort competition as it will be the last time Renault will receive state support.

Mr Levy said that Renault's debt remained the group's last weak point. In every other aspect Renault had now recovered fully and had become once again "a company like any other."

He added that Renault's performance was continuing to improve and although Renault's profits were not as big as those of Peugeot or Fiat, they were, nonetheless, among the five largest profits in the French corporate sector last year.

### VW sees 9% income rise

By Our Financial Staff

VOLKSWAGEN's group net income is likely to rise at least 9 per cent to a minimum DM650m (£346m) in 1988, Mr Carl Hahn, chairman said yesterday in Paris.

Mr Hahn said a report by a French brokerage house predicting a 1988 net profit of DM650m could be "too conservative." In 1987, net earnings rose 3 per cent to DM598m from DM580m a year earlier after the West German vehicle maker took a DM380m charge resulting from the closure of its US manufacturing plant.

Mr Hahn said VW's profitability had improved this year as the company rid itself of loss-making operations and entered new areas.

● Porsche, the sports car maker, said group sales in the

1987/88 year fell to DM2.48bn from a previous DM3.40bn, mainly because of a decline in US business.

It said net profit for the year ended July 31, 1988 would be acceptable but gave no figure. Profit in 1986/87 was DM2.9bn. "Shareholders' dividend should be 'appropriate dividend' on 1987/88 results. The company cut its 1986/87 preference share dividend to DM11 from DM16.

● BMW said group sales are expected to rise by 12 per cent to more than DM14bn in the first nine months of 1988.

Mr Eberhard von Kuenheim, chairman, said just under 350,000 cars would have been produced and sold from January to September, 6 per cent more than a year earlier.

### Nissan aims to expand in Europe

By Kevin Done, Motor Industry Correspondent

NISSAN Motor, the second largest Japanese automotive concern, is aiming to build more than 25 per cent of its production volume overseas by the early 1990s, Mr Yutaka Kume, Nissan president, said in the 12 months to the end of March, Nissan built more than 500,000 vehicles or nearly 20 per cent of its worldwide production volume of 2.7m units outside Japan, he said.

Nissan is the only Japanese motor group to have established its own car production base in West Europe, although Honda has a production arrangement with Rover Group and is also developing an engine plant in the UK and at least three other Japanese vehicle makers, Toyota, Mitsubishi and Subaru, are studying the feasibility of establishing car assembly plants in Europe.

Mr Kume said that Nissan was planning to invest a further £400m in developing its European production base during the early 1990s, in addition to its accumulated spending to date of around \$14bn.

Nissan is the leading Japanese car marque in Europe ahead of Toyota, the biggest Japanese automotive concern, a position it has held for the last 15 years.

Last year, it sold 359,000 cars and 37,000 commercial vehicles giving it a share of some 2.5 per cent of the European car market.

Mr Yoshikazu Kawana, board member and group director for European sales, said that Nissan, boosted by growing "output from its UK car assembly plant, was aiming to capture, at least 5 per cent" of the European car market by 1991/92 with sales of around 550,000 units a year.

The company had hoped to use its UK-built cars to circumvent the tight quotas in France and Italy on direct Japanese car imports but it is facing a controversial block imposed by the French Government, which is insisting that the UK-built cars should be included under the quota until they have an EC content of at least 80 per cent.

# PACIFIC DUNLOP

## INTERNATIONAL EXPANSION CONTRIBUTES TO RECORD RESULTS

Every day millions of people in 88 countries buy Pacific Dunlop products. Last year they helped Pacific Dunlop to another record result.

International operations increased to one-third of sales and operating profit. The latex products of Ansell strengthened their position as world leader. The International Batteries group acquired GNB Batteries in North America to establish Pacific Dunlop as a world leader in automotive and industrial batteries. The United States became an increasingly important market, and total international sales rose to A\$1.2 billion.

In Australia, all divisions had excellent results. The successful absorption of Bonds Coats Patons made Pacific Dunlop Australia's largest clothing manufacturer and marketer. South Pacific Tyres,

owned jointly with Goodyear International, consolidated its position as Australia and New Zealand's largest tyre business.

In all areas, the result is an outstanding year's performance:

- Profit and sales up by one-third.
- Increased shareholder returns, including a 35% higher dividend payout.
- Sustained growth rates, maintaining the compound annual rates since 1980 of 22% for sales and 30.5% for profit after tax.

As all areas continue to perform strongly, directors are confident this momentum can be maintained in 1988/89.

Audited figures for the year ended 30th June, 1988

	1988 \$Australian (millions)	1987 \$Australian (millions)	Change
Sales Revenue	3,645.0	2,672.0	+36.4%
Operating Profit After Tax	191.5	148.1	+29.3%
Operating Profit Attributable to Shareholders	185.9	140.3	+32.4%
Dividends	79.4	58.7	+35.2%
Earnings per Share*	34.8c	29.7c	+17.2%
Dividend per Share**	14.5c	12.3c	+17.9%
Return on Shareholders' Equity	21.9%	20.9%	

\* Calculated on weighted average shares and adjusted for bonus issues.

\*\* Adjusted for bonus issues.

All shareholders will be sent a copy of the Annual Report.

Pacific Dunlop shares are listed on the Australian, London and Tokyo Stock Exchanges and its sponsored ADRs on the NASDAQ National Market System in the U.S. (Symbol: PDLPT)

For further information:

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## People, ideas, technology.



## BRIDGE OIL LIMITED

### INTERIM RESULTS 1988

	Six Months to June 1988	Six Months to June 1987	Change
Turnover	A\$31.0 million	A\$25.6 million	+21%
Operating Profit	A\$14.2 million	A\$10.2 million	+39%
Earnings per Share	12.98c	6.55c	+98%
NTA	101c	86c	+17%

### SIX MONTH HIGHLIGHTS

- Interim profit after tax increased 98% from A\$10.2 million to A\$20.2 million.
- Total sales revenue from petroleum operations increased 21% from A\$25.6 million to A\$31 million.
- Oil production increased 158% above the corresponding period last year and gas production increased by 21%.
- Exploration drilling successes were recorded in Australian and USA operations.
- Aredor diamond price averaged US\$323 per carat compared to US\$284 in the corresponding period, 1987.

For further information about Bridge Oil Limited please write to  
Mr Colin Burns, Company Secretary, Level 33, 60 Margaret Street Sydney,  
NSW, 2000, AUSTRALIA.

INTERNATIONAL CAPITAL MARKETS

New York prices recover at end of dull session

By Janet Bush in New York and Our Euromarkets Staff

THE US Treasury bond market picked up in late trading yesterday. A negative feeling dominated most of a quiet trading session, partly because of concern about higher interest rates and expectations that September's economic figures will show continued strength.

On Tuesday, the price of the Treasury benchmark long bond broke under par for the first time since early August, a highly visible indicator of the market's weakness. However, after being depressed for most of the day across the yield curve, Treasury bonds turned stronger towards the close as the Treasury's auction of \$7.875bn of four-year notes received a more positive reception than had been expected.

GOVERNMENT BONDS

The Reserve Bank of Australia's announcement of changes in prudential requirements for savings and trading banks. As a result of the new rules, up to \$20bn in Commonwealth government securities held by trading banks could be sold as portfolios are lightened.

While the savings banks, which have not previously had to meet so-called prime asset requirements, will have to meet them now, the trading banks have effectively had their reserve requirements lowered.

Mr Dick Howard, chief economist at ANZ Merchant Bank, said that although the market had been prepared for the change by previous statements from the central bank, participants were caught by surprise by the September 30 introduction date - much sooner than had been expected.

Also, they had expected the lower requirement for trading banks to be phased in over time, instead of enacted as a one-off move. The initial reaction was to imagine wholesale dumping of portfolios by next Monday when the new rules will be in effect.

The news of the new reserve requirements was announced late in the trading day in Sydney, and the last hour of trading was hectic. But after the opening of New York trading, the strength of the currency and a reassessment of the implications of the August trade data sparked short-covering by speculative accounts.

UK government securities, after building on yesterday's healthy price gains, ended 1/4 to 1/2 point lower on profit-taking by a handful of trading accounts.

S&P alters ratings on government offerings

By Our Euromarkets Staff

STANDARD AND POOR'S is assigning its traditional letter credit ratings to sovereign governments which have not requested ratings for their bond issues.

S&P said it had decided to issue formal letter ratings for sovereigns which have not requested them after conducting a survey of international subscribers finding strong demand for the service.

The first ratings were announced yesterday with Greece receiving the lowest possible investment-grade rating of BBR, Ireland and South Korea were both assigned long-term debt ratings of A-plus.

Moody's Investors Service, Standard and Poor's largest competitor, has been assigning unsolicited letter credit ratings to sovereign borrowers for several years.

The move by Standard and Poor's marks one more step in the growing trend of credit rating agencies, seeking a higher profile in an increasingly competitive international marketplace to assign ratings for borrowers who have not sought them and have not paid for them.

Recently, Moody's Investors Service sparked a controversy in the UK mortgage-backed securities market by assigning a relatively low credit rating to a security whose issuer, an affiliate of Kleinwort Benson, had not sought it.

But Moody's defended its action, saying it assigned the rating because the issuer had requested in an effort to provide better services to its subscribers who are regularly informed of credit ratings changes.

Analysts call for universal bond

By Dominique Jackson

THE EXISTING fragmentation of the international dollar fixed income market, into US Treasury, Eurodollar and Yankee sectors, merely compounds disorienting liquidity problems and is a major disincentive to investors.

One solution to this problem could be a new "universal" investor-oriented bond issue, straddling the US Treasury and Eurodollar markets.

This is the thesis proposed by a pair of World Bank analysts, Mr Kenneth Lay and Mr Jan Wright, in a provocative article published in the current issue of the Journal of the International Securities Markets.

In it they discuss the present structure of the US dollar debt markets and suggest that several Eurodollar practices are no longer appropriate to the needs of its principal investors.

Their proposals appear even more controversial given that the World Bank itself is one of the largest and most influential users of the Eurodollar market.

They also argue that this parallel market system is being placed largely through the efforts of the intermediaries between investor and issuer.

dollar bond trading medium. In the article, Mr Lay and Mr Wright, officials in the World Bank's financial operations department, point out that although the US dollar public-issued debt market remains the single most important bond market with \$4,200bn outstanding at the end of last year, two-thirds of this market, the non-Treasury sector, remains woefully fragmented.

This leads to persistent disparities in coupon payment and yield calculation conventions, forms of issuance, clearing arrangements and underwriting and trading practices.

This has detrimental consequences, not merely for investors who often bear higher transaction costs in their portfolios, but also for issuers who find it difficult to have their securities offered to the full range of potential buyers in primary distribution and whose yield spreads are often wider than their credit standing could otherwise command.

The analysts argue that this parallel market system is being placed largely through the efforts of the intermediaries between investor and issuer.

who have a vested interest in maintaining the status quo. However, issuers are also taken to task for remaining indifferent to the price exacted by the market for less than satisfactory liquidity, while institutional investors have not demanded delivery of, and a trading commitment to, the lowest cost securities offered by the names in which they choose to invest.

Many Eurodollar conventions come in for particular criticism. These include the lead manager's control of a relatively large share of the issue, his unfettered control over allotments - subject only to guidelines issued by the International Primary Markets Association - and the use of pre-closing and stabilisation fees to lay off bonds at prices below co-managers cost and the high number of co-managers which tends to reduce commitment to the issue in post-launch trading.

According to the authors, there is no longer a need to differentiate between Euro-investors and domestic investors

because all now place a higher premium on instruments that are ultimately effective for control of risk and expression of currency and interest rate views.

To overcome these problems, they propose a new instrument, a "Treasury clone" for a quality borrower which would be legal for universal distribution and appropriate in form for institutional investors.

However, although they provide details of their proposed new instrument, they also caution that a new "universal" fixed income instrument like this would take time to be accepted by investors.

As a consequence, costs to borrowers would not fall until the bond has been proven in the market.

Tuning the Dollar Market Machine: Reducing Friction in Global Distribution and Trading of Non-Treasury Bonds - by Kenneth Lay and Jan Wright, Autumn issue of the Journal of the International Securities Markets 1988, IFR Publishing

Japanese upset at grey market in JGBs

By Ian Rodger in Tokyo

JAPANESE BANKS and securities houses are in high dudgeon this week over the establishment by foreign financial houses of a prototype grey market in new Japanese government bonds (JGBs).

Many recognise that this development is an inevitable consequence of the liberalisation of the Government's bond raising methods.

However, they think the foreigners are rude to start shuffling up the market only a short time after joining it.

This could destroy the traditions of government bond issues, and we would be very unhappy if it did," says an official at Nomura Securities.

and thus cast doubt on their demands for larger shares of the JGB issues.

Complaints have been lodged with the MoF, but the ministry says it would be difficult to find evidence of discounting.

What is happening is that the foreign banks and brokers are offering to pass on a part of the MoF's commission to their clients, JGBs are priced by the MoF inclusive of a 60 basis points commission.

Traditionally, the syndicates have respected the MoF price in the initial distribution period regardless of market conditions, keeping bonds on their own books for some time if necessary. But, as some Japanese broker complains, once one underwriter offers a discount, big customers will ask others to follow.

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Some Japanese brokers warn that this could lead to poor sales of an issue or could cause the MoF to consider reducing the commission. Others recog-

nise that change is inevitable, but wish it could be implemented in a more orderly way.

The problem for Japanese banks and securities companies is that they have much closer relations with the MoF and with each other than the foreigners do. Thus, it is not easy for one or a few of them to move with the times unless everyone agrees to do so.

Our Euromarkets Staff writes: Ironically, the charge levied at foreign firms in Japan is virtually identical to that levied at Japanese firms striving for a share of the US and UK government bond markets.

In New York, when the four largest Japanese houses set out to become primary dealers in Treasuries, American houses accused them of "dumping" securities to gain market share. It is common US practice to trade on a when-issued basis ahead of a Treasury auction at whatever price the market can command.

A LARGER than expected Australian trade deficit for August prompted the start of a sell-off in Australian government bonds that sent the yield on the benchmark 12 1/2 per cent bond to almost 12 per cent. While market participants had been expecting a trade deficit of A\$1.2bn to A\$1.5bn, the bulk of forecasts centred on the lower end of that range. When the deficit was revealed at A\$1.9bn, dealers began unloading positions. Even with the current very high level of short-term interest rates in Australia, there is

BENCHMARK GOVERNMENT BONDS table with columns for Country, Issue, Price, Change, Yield, Week, Month

LONDON MARKET STATISTICS

FT-ACTUARIES SHARE INDICES

Table of FT-Actuaries Share Indices with columns for Index No., Day's Change, etc.

RISES AND FALLS YESTERDAY

Table of Rises and Falls Yesterday with columns for Rise, Fall, Same

LONDON RECENT ISSUES

Table of London Recent Issues with columns for Issue, Price, etc.

FIXED INTEREST STOCKS

Table of Fixed Interest Stocks with columns for Issue, Price, etc.

RIGHTS OFFERS

Table of Rights Offers with columns for Issue, Price, etc.

LONDON-TRADED OPTIONS

Large table of London-Traded Options with columns for Option, Calls, Puts, etc.

FIXED INTEREST

Table of Fixed Interest with columns for Index, Day's Change, etc.

TRADITIONAL OPTIONS

Table of Traditional Options with columns for Issue, Price, etc.

INTL. CAPITAL MARKETS AND COMPANIES

Reports of large dollar issue subdue sentiment

By Dominique Jackson

REPORTS OF an imminent substantial new dollar straight issue compounded the problems of the primary Eurobond market yesterday, and only a handful of non-US dollar issues emerged.

Dealers said the recent heavy volume of new paper was subduing sentiment while few syndicate teams were prepared to issue any new US dollar deals ahead of the anticipated launch, possibly later today, of a major deal for Italy.

The most recent dollar straight issue, a 10-year, 10 1/2% issue, was struggling slightly today as the Treasury market showed an easier bias. The recent \$800m deal for the province of Alberta slipped to trade just outside its fees as many semi-professional dealers, trading purely on the basis of issue yield spread, started to sell off some paper. The deal initially found its way to many of these intermediate accounts and only around 20 per cent of the deal was reported to have been taken by genuine end-investors.

The Alberta deal was issued at the same time as an identical bond for the Japan Development Bank which carries a higher credit rating and could possibly have attracted more immediate retail investor demand if it had carried a marginally higher coupon.

Specific non-dollar sectors continued to see selective but

steadily demand yesterday, particularly the Canadian dollar market which saw a successful new deal UBS Securities was the lead manager on a C\$75m three-year issue for a financing vehicle of CERA, the largest

INTERNATIONAL BONDS

co-operative Belgian savings bank. The borrower has a high profile among European retail investors who continue to exhibit a healthy appetite for the Canadian dollar sector. Although the borrower is not widely known outside the Benelux area, it has already issued two well-received deals, one in Ecu and one in Australian dollars earlier this year.

NatWest Australia tapped the Australian dollar sector with a \$850m three-year issue carrying a 13 1/2 per cent coupon and priced at 101 1/2. The issue, which was led by County NatWest, carries the guarantee of the parent bank which has a triple-A rating.

However, the timing of the issue took many dealers by surprise as the secondary Australian government and Euro-dollar markets had taken a knock overnight following badly received Australian trade figures.

Nevertheless, the new deal ended the day quoted bid at a discount of 1 1/2, well within total fees. The lead manager said the timing of the issue had been carefully considered in the light of the secondary market tumble, but it decided to proceed with the launch as several pockets of specifically Continental retail demand for the deal had already been located.

The lead manager pointed out that the issue offered a 1/2 point premium over the recent issue for Barclays which initially found strong demand, although it slipped outside its fees following an increase up to A\$100m. NatWest did a similar issue last month carrying a 13 1/2 per cent coupon which was exceedingly well received.

Deutsche Bank (Swiss) led a SFR100m equity warrant issue for a Luxembourg unit which is exercisable into warrants of Continental, the West German rubber company. Continental had a rights issue just before the stock market crash which subsequently foundered, leaving much of the issue still on the books of the bank and this deal will provide a kind of option on these shares.

The Deutsche Bank issue was extremely well-received and was quoted by the lead manager trading at a premium of 1 1/2.

Property debenture from Land Securities

By Our Euromarkets Staff

LAND SECURITIES, the UK property development firm, has issued a partly-paid £200m first mortgage debenture due 2030, the company's first borrowing of this type since April last year.

J. Henry Schroder Wagg and Co is underwriter.

The debentures, secured by properties, use a novel feature that allows the company greater flexibility in the timing of its issue.

Because debentures secured by mortgages require a lengthy and complicated procedure to insure a clear title to the properties, delays can occur between the time an issue is designed and its time of launch. In this case, Land Securities will use cash as an interim security until clear title to the properties can be confirmed.

The securities pay interest at 60 basis points over the gross redemption yield of the UK Treasury's 13 1/2 per cent stock due 2004/2008. The price of the securities was set yesterday at 97.386 per cent of face value, equal to a gross redemption yield of 10.274 per cent.

The securities, which carry no credit rating, are 30 per cent payable now with the remainder to be paid for on January 31, 1989.

Proceeds from the financing will be used to fund Land Securities' development activities. Since March 31, 1988, new capital spent or committed for acquisitions and related development schemes totals £120m.

With continuing work at sites in London and in the provinces, construction is now under way at Land Securities' entire development programme for offices totalling 1.2m sq ft and for 450,000 sq ft of shopping space.

Agreement has been reached for the acquisition of a key freehold site in the City of London that would increase the development potential of other adjacent properties also owned by Land Securities.

Saudi broadens development bond sector

By Finn Barre in Riyadh

SAUDI ARABIA has made a start on broadening its market for "development bonds" by allowing its banks to sell directly to individuals as well as private corporations.

When the Kingdom first began making twice-monthly SR1.5bn (\$40m) offerings of development bonds this summer, the only customers were the Government's general organisation for social insurance, and the civil service pension fund. After that, the bonds were sold to the local banks at rates tied to US Treasuries.

The banks were not particularly enthusiastic about the bonds, mainly because there was little or no secondary market. The next marketing initiative taken by the Saudi Arabian Monetary Agency was to permit banks to include the bonds in their mutual funds portfolios.

Semi-public funds, such as the Arabian American Oil Company (ARAMCO) pension fund, were also permitted to buy the bonds. Two weeks ago, the agency gave the go-ahead to the kingdom's 12 commercial banks to sell bonds directly to their customers.

The minimum purchase is SR1m (600,000). "This is definitely a move to try and increase sales," said one banker. "The banks alone cannot take all of these things."

NZFE may widen foreign membership

By Our Financial Staff

THE NEW ZEALAND Futures Exchange (NZFE) is considering allowing full membership rights for foreign companies without local subsidiaries.

At present, local subsidiaries of foreign entities are allowed to take an exchange seat, but those who do not have a locally-incorporated unit are prevented from joining.

Mr Lincoln Gould, the exchange's marketing manager, said: "We could drop the qualification of New Zealand residency," adding that members could vote on the issue before the end of the year.

National Bank of New Zealand, part of the UK Lloyds Bank group, and Citicorp New Zealand currently represent foreign-owned institutions with trading rights on the NZFE.

Exchange officials expect companies from Australia to show interest in joining the NZFE.

The number of full trading members is presently restricted to 17. There are also 22 affiliate members who are required to deal through a trading member.

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Introduction to The London Stock Exchange sponsored by S. G. Warburg Securities

SHARE CAPITAL

Table with columns: Authorised, Issued and fully paid, DM, Ordinary Shares of DM100 each, Ordinary Shares of DM50 each, Preferred Shares of DM150 each, 1500 000 000

\*As at 29th July, 1988

The Volkswagen Group manufactures and distributes cars and commercial vehicles, components, parts, accessories and appliances, machines, tools and other technical products, and also operates an extensive vehicle rental, leasing and financing business.

Application has been made to the Council of The London Stock Exchange for the Ordinary Shares of DM50 and DM100 and the Preferred Shares of DM150 of Volkswagen AG to be admitted to the Official List.

The price for Ordinary Shares of Volkswagen AG on The London Stock Exchange, as shown in The London Stock Exchange Daily Official List, will be quoted per DM50 of nominal value and will be expressed in Sterling.

Listing Particulars relating to Volkswagen AG are available in the Extel Statistical Service. Copies of the Listing Particulars may be obtained during normal business hours on any weekday up to and including 30th October, 1988 from the Company Announcements Office of The London Stock Exchange and up to and including 14th October, 1988 from S.G. Warburg Securities, 1 Finsbury Avenue, London EC2M 2PA.

29th September, 1988

NEW INTERNATIONAL BOND ISSUES

Table with columns: Borrower, Amount in, Coupon %, Price, Maturity, Fees, Book runner. Includes entries for US DOLLARS, AUSTRALIAN DOLLARS, CANADIAN DOLLARS, SWISS FRANCS.

\*Not yet priced. \*\*Private placement. †With equity warrants. ‡Convertible. ††Final terms. a) With warrants to buy shares of Continental AG between Nov.1988 and Nov.1991 at exercise price of DM250. b) Put option fixed: 31/3/91 at 108 1/2 to yield 3.723%.

FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market. Closing prices on September 28

Large table with columns: US DOLLAR STRAIGHTS, YEN STRAIGHTS, OTHER STRAIGHTS, CONVERTIBLE, FLOATING RATE NOTES. Includes various bond listings with prices and yields.

Average price change... On day -0.1 on week -0.4

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**INTL. COMPANIES AND FINANCE**

**Strong & Fisher in £41m bid offer**

By Nikki Tait in London

BID ACTIVITY resurfaced in Britain's much-shrunken leather industry yesterday, with Strong & Fisher, primarily a clothing leather group, announcing a hostile £41m (£68m) takeover offer for Pittard Garnar.

The deal met an immediate rejection from Pittard Garnar. It said that the price offered was at an "insignificant premium" to the market price, that it saw no benefits in merging, and pointed out that the combined group would command a "substantial proportion" of the clothing leather market which would be to the detriment of the leather industry.

Pittard Garnar, with a more diverse spread of activities ranging from shoe leather to gloving leather, was created by a merger last year between Pittard and Garnar Booth.

The re-emergence of corporate activity in the industry follows lengthy uncertainty in 1986 and 1987. In September 1986, Strong & Fisher made a hostile £20m bid for Garnar Booth, but was referred to the Monopolies and Mergers Commission. Mid-way through the inquiry, Strong withdrew.

In March 1987, the third quoted leather company, Pittard, agreed terms with Garnar Booth - only to see Strong & Fisher sell its Garnar stake to larger food group, Hillsdown Holdings. Hillsdown belatedly entered the bidding, but bowed out in the face of increased terms from Pittard. It still holds 15 per cent of Pittard.

Yesterday, Mr Richard Strong, Strong's managing

director, said that the company had no indications whether or not the new offer for Pittard Garnar might be referred. However, he described the previous reference as the result of "an orchestrated campaign to create confusion."

If successful, Strong says that it would retain Pittard Garnar's gloving leather business and its chamois and clothing leather interests. However, it would plan to sell the bovine shoe leather interests, and would examine the trading business.

The offer comprises three Strong shares plus £11.50 cash for every 10 Pittard. It was announced after the market closed. But with Strong down 2p at 258p yesterday, this works out at 192.4p a share or £41.4m in total. Pittard shares

were 12p higher at 178p.

The bidder has arranged a £35m loan facility to fund the deal, but says that "a large proportion" would be repaid by the sale of the shoe leather interests. Strong's gearing ratio would rise to 175 per cent immediately after the deal. Mr Strong said he anticipated a reduction to 120 per cent following the sale of the bovine interests, then perhaps 50 per cent by the end of 1988.

This month, both companies announced figures - Pittard's badly hit by raw material price fluctuations. It made a £2.54m loss before tax in the six months to July 1, after exceptional gains of £2.25m. Strong saw profits in the year to June 30 up 29 per cent at £7.81m but declined to break out the effect of acquisitions.

**Tabacalera to buy INI food units**

By Tom Burns in Madrid

TABACALERA, Spain's state controlled tobacco producer and distributor, is poised to diversify further into the agribusiness with the acquisition of food companies that currently belong to the Instituto Nacional de Industria (INI), the public sector holding company.

The Tabacalera board is likely to give the green light this week to formal negotiations with INI for the purchase of Lesa, the holding's dairy company, Carcesa, its meat producer and Fridarago, its frozen food company.

INI has been seeking a buyer for its food companies but it is anxious to avoid selling to a non-Spanish company because of increasing concern over foreign penetration of Spain's agribusiness sector.

Tabacalera branched out into the food business last year with the purchase of 49 per cent of Nabisco Brands Espana.

**CGE earnings advance 21%**

By Our Financial Staff

COMPAGNIE Generale d'Electricite (CGE), the French electronics and telecommunications company, yesterday reported that its earnings for the first-half of 1988 were up 21 per cent from a year earlier and predicted they would be at least as high in the second half.

CGE said its consolidated net income after payments to minority interests totaled FF7875m (\$137m) for the first

six months, up from FF722m a year earlier. This outpaced the growth of revenue, which rose only 2 per cent to FF87.9bn from FF86.6bn over the same period.

CGE attributed the faster pace of earnings growth to its efforts to boost productivity and widen profit margins, in line with its previously stated goal to generate profit equivalent to 3 per cent of revenues by 1990.

For the first half of 1988, profit was 29 per cent of revenue, up from 23 per cent a year earlier. CGE said its margins widened most for its corporate communications, cables and telecommunications activities.

CGE predicted that for the second half of the year, when revenue growth is expected to be similar to the pace recorded in the first half, its profit-to-revenue ratio will hit its 3-per cent target figure.

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Information: Conseil Régional Provence-Alpes-Côte d'Azur, 27, place Jules-Guesde, 13481 MARSEILLE CEDEX 02, FRANCE. Tél.: CR PACA 430 313 F. Télécopie: 9157 5151.

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UK COMPANY NEWS

Tesco up to £110m but finds City unimpressed

By Maggie Urry

TESCO, food retail group, yesterday disclosed a rise of 21.4% to £110m in pre-tax profits for the 24 weeks ended August 13 1988. But the market was unimpressed and the shares slipped 4p to close at 132p.



Ian MacLaurin - desire for a classless store.

"This year has not been one of the more exciting ones," admitted Mr David Malpas, managing director, referring to like-for-like sales growth in the period of 5 per cent, which included inflation of between 3 and 3.5 per cent. Group sales in total rose by 15.7 per cent to £2.1bn, excluding VAT, reflecting the rapid development programme as well as the takeover of Hilliards a year ago. Operating margins were up from 4.4 per cent to 5 per cent. However, sharply reduced interest receivables of £2.3m against £9.6m - ate into profits.

Mr Ian MacLaurin, chairman, said that the £1bn investment programme over the next three years would mean that "Tesco will remain in a dominant position in superstore retailing" in the 1990s. He was encouraged by research suggesting the group had more customers in the 20-35 age group than any of its rivals, and that the shoppers range through all social classes. "We want Tesco to be a

classless store," he said. He was particularly pleased that a recent survey voted Tesco supermarket of the year for wine. Tesco believes that it can find a lot more expansion yet through new store openings. Mr Malpas suggested there was often no impact on Tesco when a rival opened a superstore nearby. Mr MacLaurin was equally interested in cost savings and productivity gains which could be found through the use of new technology - half the group's turnover will be scanned through electronic point of sale terminals by the end of next year - and better distribution. Between the two, savings of over £100m a year are expected by 1992.

Tesco has not yet decided whether to follow Next in providing for the interest which would be due if holders of the convertible Eurobond demanded early redemption. An annual sum of between £5m and £7m would be necessary. Fully diluted earnings per share, excluding property profits of £3m (£2.6m) pre-tax, rose 17.1 per cent to 4.51p and the interim dividend is raised 17.5 per cent to 1.175p. See Lex

"We are the body and they are the hand" Hugo Dixon on the £284m bid by Cable & Wireless for Telephone Rentals

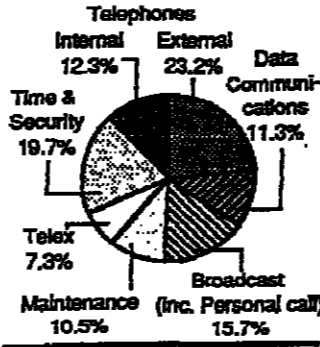
Mercury has spent £600m setting up a telephone network. Now they want someone to use it.

Yesterday's £284m hostile bid by Cable & Wireless, Mercury Communications' parent company, for Telephone Rentals, the telephone equipment supplier, was as simple as that to Ms Judy Stewart, electronics analyst at Citicorp Scrimgeour Vickers.

Mr Gordon Owen, Mercury managing director, did not disagree: "It is important that we get right close to our customers," he said. "We are the body and they (Telephone Rentals) are the hand."

Telephone Rentals

UK Rentals 1987 total = £37.5m



with over half the market, which has an annual value of £660m, according to Mr Mel Zixiros of MZA, the market research company. Mercury's plan is to use its target's army of 800 telephone engineers to sell its telephone services. Not only does it hope that Telephone Rentals will connect new customers to the Mercury network, it also believes that the acquisition would enable it to get a larger proportion of business from those companies that are connected to both Mercury and BT.

One of its central functions is to program the software within a FAX, which determines which network the company's calls are routed through. Telephone Rentals' varied businesses are of more varied interest to C&W. It would sell, for example, its target's South African subsidiary if the bid is successful - C&W is anxious not to jeopardise its business in the Caribbean.

Cellular and cordless telephone interests, however, are more likely to link in with C&W's ambitions. Telephone Rentals yesterday agreed to pay £284m for the 85 per cent of Carphone Group, one of the UK's leading retailers of cellular phone services, that it does not already own. Its advisers said there was no connection between this acquisition and the bid by C&W. Mr Owen argues that Telephone Rentals would benefit from a link-up with Mercury, because of the changes in the PABX market that have been unleashed by liberalisation four years ago. Independent suppliers of telephone equipment, he argues, are in danger of being squeezed from two sides: by the manufacturers of equipment and by network operators. By joining Mercury, Mr Owen contended, Telephone Rentals' future would be better secured. Mercury had been

COMPARISON OF FINANCIAL HIGHLIGHTS

£ millions	Cable and Wireless		Telephone Rentals	
	Year to end-March 1988	1987	Year to end-Dec 1987	1986
Turnover	932.4	912.9	106.3	97.5
Profit before taxation	366.1	340.5	18.5	17.2
Net profit	266.5	215.4	11.5	10.4
Earnings per share	24.2p	22.0p	14.06p	12.54p
Dividend per share	6.82p	5.55p	6.5p	7.75p

planning to get into the market for supplying telephone equipment for the past two years, he said. It was just a question of when and how to make its move. Mercury had now reached the required maturity to benefit from owning Telephone Rentals. Mr Owen denied that C&W's acquisition of 21 per cent of Telephone Rentals' equity in August was connected to disposal that month of its 5.8 per cent stake in Racal, the UK electronics group. The sale of that stake effectively ended any ambitious C&W may have had to acquire Racal.

The other alternative would have been to build up a business from scratch. But this would have been a very slow process, particularly because of the shortage of qualified engineers, says Mr Owen. In dismissing the C&W bid as "wholly inadequate," Telephone Rentals was not arguing against the industrial logic of the bid, according to Mr Christopher Eugster of Kleinwort Benson, the defence's merchant bank. The argument is rather that, because Telephone Rentals is "more or less unique," a higher price should be paid. Although C&W's bid of 305p is equivalent to 21.7 times Telephone Rentals' 1987 earnings and C&W described the offer as "generous," the City seemed to be backing Mr Eugster's contention that more will have to be paid. Telephone Rentals' share price closed 124p higher at 335p.

Weak dollar hits Laura Ashley

By Maggie Urry

Laura Ashley, clothing and soft furnishings retailer, yesterday reported pre-tax profits barely changed at £10.2m in the half year to end-July. However, Mr John James, chief executive, stressed that the dollar's weakness against sterling had cut profits by about £2m. But for adverse exchange rates, operating profits would have risen in line with sales growth of 25 per cent to £116.6m. Taxable profits, up from £10.1m last time, were also depressed by increased interest charges of £2.3m (£27,000), reflecting high capital expenditure in recent years.

Mr Peter Phillips, finance director, said balance sheet gearing would reach about 65 per cent by the year-end but would then begin to fall. Capital expenditure for the year would be about £20m compared with £28m last year. Mr Phillips said sales growth was strong in all markets. On a like-for-like basis, including inflation, UK sales rose 14 per cent, US sales by 17 per cent, Continental European sales by 9 per cent and Australian sales by 25 per cent. Sales continued to grow strongly in the second half in both the garment and home furnishings business. The small Japanese business, which is operated through a joint venture, turned in a profit of £32,000.

The tax charge was lower at 34 per cent due to reduced US tax rates. Earnings per share rose 4 per cent to 3.38p. The interim dividend is unchanged at 0.85p.

Hogg Robinson profits drop by 23% to £5.3m

By Nick Bunker

HOGG ROBINSON & Gardner Mountain, insurance broking group, suffered a 23 per cent drop in pre-tax profits to £5.3m in the first half of 1988 as premium rate cutting and currency factors which have plagued the sector continued to bite. With few outside observers seeing an early end to the price war which has commenced in key sections of the US property/casualty insurance industry, Mr Jim Vaughn, chairman, said that all indications pointed to a difficult market place in the US and the UK for at least the next 12 months. The US is significant for HRGM because it has a still-expanding retail broking net-

work, RHR, operating in the small to medium sized commercial lines market. Group turnover dropped only 3 per cent to £37.64m, while investment income rose from £2.39m to £2.62m. After an extraordinary credit of only £710,000, compared with a corresponding figure of £1.7m in 1987, earnings per share were down 36 per cent at 5.43p. The group is to pay an interim dividend of 2.5p.

Illingworth Morris approached

By Alice Rawsthorn

ILLINGWORTH MORRIS, one of the largest companies in the wool textile industry, announced yesterday that it has received an approach that could lead to a takeover bid. The company has been shrouded by bid speculation for some time. The speculation heightened when Mr Alan Lewis, chairman and controlling shareholder, recently transferred his interest to a family trust based in the Netherlands Antilles "for tax reasons."

Illingworth's share price jumped by 39p to 215p on the announcement yesterday, capitalising the company at £288m. Allied Textiles, a group with substantial interests in wool textiles and a sizable cash pile, has in recent weeks been mooted as a likely bidder.

When Mr Lewis took control of Illingworth five years ago, in a controversial takeover, the company was on the brink of collapse. Illingworth had been scarred by years of bitter boardroom battles under Mrs Pamela Mason, once a Hollywood starlet who inherited the company from her father. Mrs Mason sold her shares to Mr Lewis, a Manchester businessman, who then mounted a bid for the remaining shares at 14½p for the ordinary and 10½p for the non-voting shares. Illingworth has since been steered back to recovery after radical rationalisation. In its last financial year, to March 31,

Mr Lewis was not available for comment yesterday. Taxable profits of F W Thorpe, lighting equipment manufacturer, increased by 14 per cent from £1.4m to £1.6m in the 12 months to June 30. Turnover rose 13 per cent to £9.34m. The relocation of the group's operations from Kings Norton, Birmingham, to nearby Redditch is set to take place over Christmas. Production is expected to resume early in January. After tax of £550,000 (£487,000), earnings per 10p share worked through at 34.2p (28.3p). A final dividend of 3.6p is recommended, making 5.8p (5.1p) for the year. DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corresponding dividend	Total for year	Total last year
Ashley (Laura)	0.85	-	0.85	-	2.35
Balby (Ban)	1.6	-	0.8	2.2	1.2
British Dredging	2.2	Dec 12	2.0	-	5
British Filings	1,192.7	-	1,032.7	-	4.5*
BSC Int	0.661	Dec 30	0.6	-	2
CCA Publications	0.97	Nov 25	0.9	-	3
Early's Whitney	0.315	-	0.315	-	1.315
Essex	41	-	3.5	6.2	5.5
Essex & Gals	0.261	Oct 30	0.25	-	0.75
Folkens Group	0.35	Nov 18	0.35	-	1.6
Fosco	4.21	Jan 3	3.5	-	10.6
Harvey Thompson	9	Nov 16	6	12	8.5
Hogg Rob & GIB	2.5	-	-	-	3*
Kentish Property	1.5	Nov 24	-	-	2.25
Martin Int Prop	4	-	-	-	4
Rama Textiles	1.75	Jan 11	1.75	1.75	1.75
Randsworth Tel S	1.51	-	1	2.5	1
Randsworth	2.3	-	1.7	3.3	2.5
Silkolens	5	Jan 3	-	-	9
Star Computer	1.5	-	1.5	1.5	1.5
Tesco	1.175	-	1	-	2.85
Thorpe (FW)	3.6	-	3.1	5.8	5.1
TIP Europe	2.9	Nov 21	-	-	2.8
Trafalgar Park	3.15	-	2.917*	4.7	4.33

Dividends shown pence per share net except where otherwise stated. \*Equivalent after allowing for scrip issue. †On capital increased by rights and acquisition issues. ‡USM stock. §Unquoted stock. ¶Third market. \*\*For 9 months.

BOARD MEETINGS

Company	Date
Alstom	Oct 4
Conrad	Sept 29
Dea	Oct 1
Manor National	Oct 5
Quadrant	Oct 1
Scottish Mortgage Trust	Oct 20
Sound Distribution	Oct 4
Stys	Oct 3
Therapie	Oct 6
Trust	Oct 4
United Friendly Ins	Oct 4
United Newspapers	Oct 1

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**SUMMARY OF RESULTS**

	Year ended 31 July 1988	Year ended 31 July 1987	Percentage increase
TOTAL INCOME	£34,778	£32,318	+8%
PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION	9,070	7,208	+26%
EARNINGS PER SHARE	13.7p	12.5p	+10%
DIVIDEND PER SHARE	2.8p	-	-

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CHAIRMAN

28 September 1988

**FINANCIAL HIGHLIGHTS**

	12 Months to 30 June 1988	12 Months to 30 June 1987 (audited)	6 Months to 30 June 1987
Profit on ordinary activities before taxation	5,000	5,000	5,000
Profit on ordinary activities after taxation	8,145	434	223
Earnings per share	18.7p	2.4p	0.89p
Net assets	64,965	7,575	7,575
Net assets per share	51.40p	51p	51p
Real gross assets	201,105	20,395	20,395

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UK COMPANY NEWS

Recovery in sales lifts S R Gent to £3.1m

By Alice Rawsthorn

S R GENT, one of the largest suppliers of clothing to Marks and Spencer, yesterday announced that pre-tax profits had doubled to £3.1m in the year to end-June on sales up 8 per cent to £90.6m.

Gent suffered a fall in sales in the first half of the year. But Mr Peter Wolff, chairman, said that they "picked up nicely" to rise by 11 per cent in the second half.

Casualwear and children's wear both fared well during the year. The company also diversified into homeware, making cushions, curtains and bed linen for M and S. Most of these products were still at the trial stage, but Mr Wolff expected a small contribution from homeware this year.

Gent is now starting to source overseas - from Sri Lanka and the Philippines - to complement domestic production. Mr Wolff said that Gent did not envisage cutting back on UK activities, but much of the future growth would come from overseas sourcing.

Earnings per share rose to 7.4p (3.3p) and a final dividend of 1p is proposed making 1.5p (0.7p) for the year.

COMMENT

For years the patchy performance of S R Gent has confirmed the City's worst suspicions about clothing companies in general, and clothing companies that are almost solely dependent on M and S in particular. This set of results, which was rather better than expected, went some way to repairing its reputation and the shares rose by 7p to 73p yesterday. Gent's margins - at 5 per cent - are still rather low at a time of such intense competition in the clothing sector. And it can not rely on freezing capital expenditure to cut costs indefinitely. The priorities for the present year are to hold costs and bring down borrowings. Gent's past performance has been so erratic that profit forecasts are difficult. There is no reason to doubt that its recovery will not continue this year. But the City will want to wait for further proof of revival before treating the shares to a re-rating.

Raider's shadow shakes up Lonrho

David Waller on the events which have unsettled the conglomerate's share price

YET AGAIN, Lonrho has found itself at the centre of a storm of allegation and counter-allegation. This time, the dispute is not, as it was in 1978, about whether Mr "Tiny" Rowland should stay as chief executive of the international industrial and trading group, or indeed about whether the Al Fayed brothers deserved to acquire House of Fraser, but whether Mr Rowland and his fellow directors should have pondered in public about management buy-outs, asset sales and the company's true break-up value.

The latest rumour began last Friday, days after Mr Asher Edelman, a US corporate raider, was unmasked as the mystery buyer whose stake-building has helped drive Lonrho's shares up by more than a third since the beginning of August.

The Reuters news service carried an interview with Mr Paul Spicer, a Lonrho director, in which he said he would not rule out a buy-out or disposals of key assets. "If shareholders want us to break the company up and release six pounds a share," he said, "the best team in the world for selling the assets is the Lonrho board."

His comments caught market makers on the hop, and the shares jumped 38p to 345p. The Stock Exchange insisted on a formal statement on its company news service, the normal conduit for price sensitive information. It repeated the kernel of this information, but

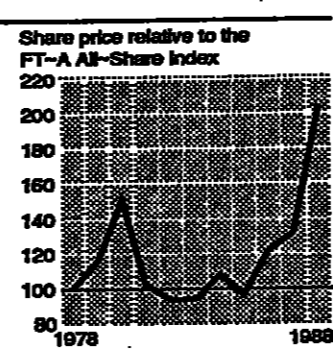
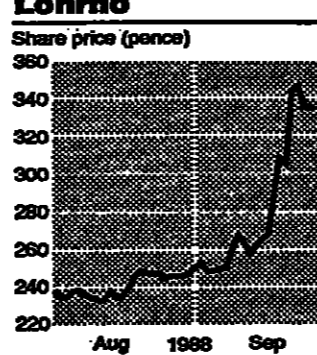
Mr Spicer later conceded that a management buyout was a "non-starter". "Absolutely outrageous," commented one analyst at the time. "Never have I seen anything like it in a Footsie stock." But the fun and games continued on Sunday, when the Observer, a Lonrho-owned newspaper, ran an interview with Mr Rowland in which he claimed that the true value of the conglomerate was 300p a share, or £4m in total. This compares to a value of about 500p a share put on the group by Kitcat & Aitken, London stockbroker.

This time, the market failed to react. On Monday, the shares edged up only 5p to 345p. But the Stock Exchange again had words with Lonrho, and the Al Fayed brothers wrote to the exchange. They claimed that "because of these extraordinary public utterances, there is no longer an orderly market in the shares of Lonrho."

A day later, Mr Edelman's solicitors adopted the same tone in a letter to Lonrho which claimed that the various statements to the press had caused massive instability in the share price. Lonrho refused to respond to the letter yesterday, and Mr Edelman said he would be contacting the appropriate authorities.

Under Section 5 of the Stock Exchange's Yellow Book, a listed company should notify - via the official news service - any development which could have a material effect on

Lonrho



its share price. The ultimate sanction for failure to do so is a suspension of dealings in the company's shares, or even a complete delisting. There are more severe, criminal, penalties for making misleading statements contained within the as yet untested Section 47 of the Financial Services Act.

There is no doubt that Mr Spicer's statements moved the share price last Friday, but whether the way in which they did so was improper, will in time be determined.

"It's not so much the substance of what Lonrho has said that is unusual," said one broker yesterday. "After all, company chairmen are always saying that sort of thing over lunch. It's the panache, the style with which it was done, that has got everybody jumping up and down."

Mr Bob Carpenter of Kitcat expressed surprise at the

extent to which Mr Spicer's comments succeeded in electrifying the share price last week. He believes that the chances of a management buy-out or substantial asset sales are slim.

"Tiny has been in charge of the company for 27 years. He likes doing deals. His board is totally supportive, and his shareholders are loyal. More to the point, he is 70 years old. It makes no sense for him to mortgage himself up to the hilt at that age. At the moment he is an extremely wealthy man - his 15 per cent stake in Lonrho alone is worth £240m - and there's no reason why he should abandon all that now, making himself beholden to other people for the first time in a quarter of a century."

Mr Rowland is rumoured to have held talks yesterday with Mr Michael Price, president of Mutual Shares Corporation, a US institution which

picked up the rump of the stake held by Sheikh Nasser of Kuwait in late 1986, and now owns 6.7 per cent of Lonrho's shares. Mr Price has indeed let it be known that he would commit \$100m (£60m) to a leveraged buy-out - but that is peanuts compared to the break-up value of £4bn suggested by Mr Rowland.

What is more, the comments from Mr Rowland and Mr Spicer have had the effect of driving the Lonrho share price upwards. What is the point of that if a leveraged buy-out is on the cards?

Lonrho's actions over the last ten days suggest that Mr Rowland is rattled. There was no obligation to disclose Mr Edelman's initial 3.75 per cent stake, although it did have the effect of pushing the price up and making it harder for Mr Edelman to top up his holding. Nor did Lonrho have to go to court and obtain a freeze order to flush out the true size of the stake, which was disclosed as 4.74 per cent on Monday.

For all the scepticism with which Mr Edelman is regarded on Wall Street, he has played the situation well so far, and is sitting on a profit of more than £20m on a holding of 21.3m shares which cost him just over £55m.

Given a mediocre record in the US, it is important for Mr Edelman's credibility as the first transatlantic "arb" to come out of Lonrho a winner. As recent events have shown, he is up against one of the toughest fighters of them all.

Foseco hits £21m despite adverse currency influences

By Vanessa Houlder

FOSECO, speciality chemicals and abrasives group, yesterday announced a 29 per cent increase to £21.1m in pre-tax profits for the first half of 1988. Turnover was scarcely changed at £268.3m.

The results suffered from the impact of the stronger pound on translation of overseas operations, which reduced pre-tax profits by £2m and turnover by £17m.

Mr Tony Chubb, chairman, said that excluding the effect of currency fluctuations and acquisitions and disposals, sales increased by 11 per cent and pre-tax profits increased by 40 per cent.

The figures were also dented by a reduction in profits from £4.5m to £3.2m in the construction and mining chemicals division. Mining chemicals suffered as a result of much lower demand from British Coal and there was a further slowing down of construction activity in the Middle East.

However, the construction chemical and timber treatment activities in the UK showed substantial growth and there was progress with the construction chemicals operation in the US, said Mr Chubb.

Gearing now stands at 6 per cent. Acquisitions made during the first half included the minority interest of the Foseco Spain subsidiary and the US Celtite subsidiary. In March, Foseco bought Detroit-based Beck Diamond Products at a cost of \$6.5m.

Earnings per share increased by 47 per cent to 13.8p. An interim dividend of 4.2p (3.5p) was declared.

Little by little, the City is regaining confidence in Foseco after its accident-strewn years of the mid 1980s. This reappraisal will be helped by these results which were at the top end of expectations, in spite of the toll inflicted by currency fluctuations and the poor performance of the construction and mining chemicals businesses. Thanks to cuts in overheads, new higher margin products and the shedding of some of its more commodity-style lines, Foseco has boosted margins up from 7 per cent to 8.2 per cent. This improvement should continue although the timing of its stated goal of reaching 10 per cent remains vague and is probably dependent on the health of Foseco's key markets, such as the steel and automotive industries. Currency fluctuations permitting, the company is expected to make profits of at least £43m for the full year. That puts the operation up 1p to 264p - following a strong run before the figures - on a rating of 9. Given a prospective yield of 6, the shares are fairly valued.

High demand in the metallurgical industry helped Foseco's metallurgical chemicals divisions increase profits to £13.1m (£10.8m) on turnover of £148.5m (£144.1m). The abrasives and diamond products also moved ahead with profits of £8m (£4m) on turnover of £71.4m (£72.5m). The net interest charge dropped from £2.5m to £1.2m.

Shares are fairly valued.

BSG International up 16% to £11m

By Fiona Thompson

BSG INTERNATIONAL, Birmingham-based motor distributor, automotive components and consumer products manufacturer, yesterday reported a 16 per cent increase in pre-tax profits to £11.03m for the six months to June 30.

Turnover rose from £71.5m to £82m, including a £20.2m contribution from the discontinued seat belt operations, sold in April for £29.5m. The profit on the disposal is shown as an extraordinary credit of £15.06m.

The bulk of turnover comes from vehicle distribution, which contributed £19.7m against £166.5m last year. The

division also offers contract hire, vehicle leasing and fleet management. Vehicle profits rose from £3.76m to £4.56m.

Automotive components manufacturing sales increased to £48.5m (£44.8m), with profits of £3.55m (£2.44m). Factories in Australia, France and the UK make car mirrors, lighting equipment and sun roofs.

The consumer and special products division saw a downturn in profits from £3.14m to £2.42m, on sales of £34.5m (£33.5m). This was mainly due to problems experienced by BSG's Bestmar pushchair business with its major customer, Mothercare, which stopped

ordering following problems with a new computer system. On the plus side, the Bombardier aircraft equipment operation has just won a contract to provide lavatory compartments in 400 Boeing 737 jets.

Tax took £2m (£1.5m). Earnings per share rose from 3.84p to 4.62p and the interim dividend is set at 0.88p (0.8p).

COMMENT

These results were pretty much in line with expectations and the shares closed 1 1/2p off at 60 1/2p last night. The Mothercare problems have been a bit of a blow to BSG in this

half and, although it has moved to reduce Restmor's dependence on Mothercare from 80 per cent of turnover to 66 per cent, the difficulty has not yet gone away. On the vehicle distribution side, the margins are very poor, but the company says it is more concerned with return on capital than margins. However, it might not remain as unconcerned if a new car sales downturn materialises. Automotive components is looking healthy, with a strong order book. The City is looking for £21m for the full year, putting the shares on a prospective p/e of just under 8, not cheap.

Early's of Whitney recovers

EARLY'S of Whitney has built on the small profit of £2,000 reported at the year-end with £100,623 pre-tax for the six months to July 30, compared with a £219,504 loss in the previous first half. Turnover rose from £3.79m to £4.16m.

The directors said that domestic sales rose 16 per cent in the latest period and good progress had continued in marketing the new range of high quality bed linens. The interim dividend is held at 0.815p on earnings per 10p share of 1.05p (3.81p losses).

Kentish Property rises to £1.97m at midway

KENTISH PROPERTY Group, residential and commercial property development company specialising in projects in east London, yesterday announced its first interim results since joining the stock market in July last year.

Profit before tax for the six months to end-June 1988 amounted to £1.97m. Turnover totalled £14.4m and tax took £714,000. Earnings per 5p share worked through at 6.35p and,

for the first time, reflect for a full period the new shares issued at the time of flotation. Directors have declared an interim dividend of 1.5p.

This compared with pre-tax profits before flotation of £1.59m from turnover of £9.2m in the corresponding period of 1987. Mr Keith Preston, chairman, said that the strong growth rate of 1987 had continued.

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**MANAGEMENT: Marketing and Advertising**

**W**embley stadium managed to avoid its lowest attendance for an international soccer match when 25,837 turned up for England's recent tie against Denmark. It was a close-run thing: around 1,000 free tickets had been handed out to schoolchildren. Only three previous England games had drawn lower crowds.

The match was a far cry from the first FA Cup Final at Wembley in 1923 when a 126,047 capacity crowd poured in leaving 100,000 outside.

The faithful are less faithful than they used to be. English League attendances totalled 16m last year compared with 40m in the late 1940s.

These days the supporters are only part of the football equation with television, sponsorship, advertising revenue, and pools income becoming increasingly important to club finances.

The total sponsorship of league tournaments and clubs by commercial organisations is now worth about £20m a year - £14.5m in individual club sponsorships and £2.5m from sponsorships such as the Barclays and Littlewoods league competitions.

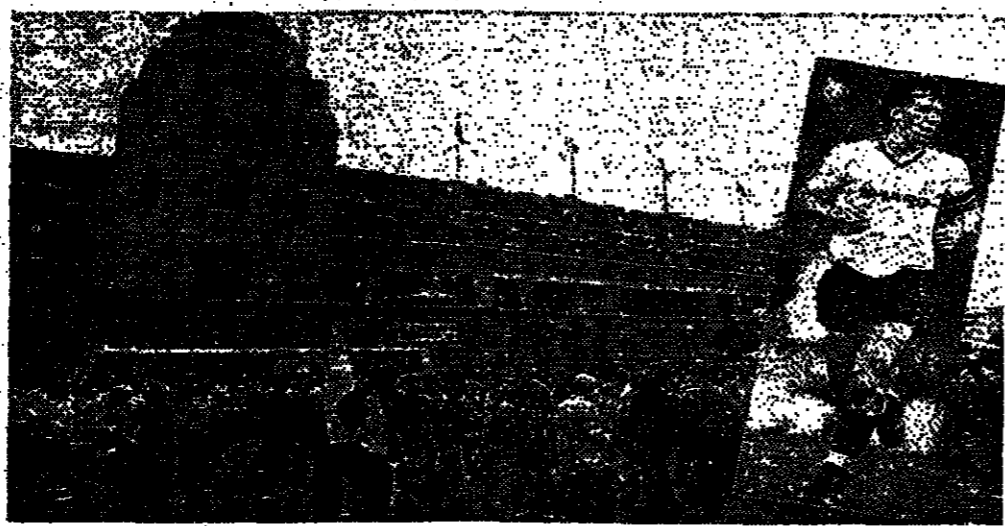
Club sponsorship alone - which as well as shirts may also include such items as cars for players and staff - has risen by £2.5m this year. On top of that, the clubs get £11m a year (index-linked to rise with inflation) from ITV for exclusive rights to cover league soccer for the next four years. They also get £4.5m from the pools promoter.

By far the greatest slice of their revenue, however, still comes from gate receipts; the clubs netted \$53m for league games last season.

The need to court the paying supporter has never been more paramount for professional football. When the Government introduces compulsory membership schemes next season the worst estimate of the Football Association is that it could lead to attendances falling by a quarter as a result of losing occasional supporters.

In spite of this, Paul Hawkes, a London marketing agent, expects a useful lack of interest among clubs in the grass roots supporter. Several weeks ago he sent letters to each of the 92 clubs. Posing as a prospective supporter, he asked for details of season tickets, club membership schemes, family facilities and merchandise sales.

A third of the clubs, including Liverpool, Arsenal, Nottingham Forest and Tottenham



Brian Robson, who recently captained England in an international at Wembley and whose club, Manchester United, was virtually alone in responding to a survey among clubs for details of their marketing initiatives

**How some clubs are scoring own goals**

**Richard Donkin explains that while football teams are wallowing in sponsorship, their fans remain unmarketed**

Hotspur, did not reply. Of those which did, just over half sent back an application form for a season ticket and only two, Manchester United and Manchester City, sent an illustrated catalogue of merchandise goods.

Hawkes believes that many clubs are missing the opportunity to build a customer base - the positive side of compulsory membership schemes. An effective list of supporters, he argues, would provide data for mail shots on forthcoming matches, scope for preferential ticket prices, and mail-order of merchandise. Combining such lists could provide the foundation for a national Football League marketing data base, with valuable marketing potential for international matches.

Trevor Phillips, the league's commercial manager, has attempted to market what he calls "the 92 cottage industries" under one marketing umbrella. He has had limited success. For the first time this season, all the clubs are sporting the league motif on their shirts. He would like to extend this to a centrally run operation, but many larger clubs are reluctant to join in anything which they suspect could subsidise the smaller clubs.

This lack of collective action has led to a counterfeiter's paradise, according to one merchandising company, a very large slice of merchandise is creamed off by unlicensed suppliers. The clubs show little interest in taking them to court.

"At present, if a company wants to sell a range of keyrings bearing the emblems of first division clubs it must negotiate separate terms with each of the 20 clubs. Invariably they don't bother; they just pirate the stuff," says Phillips.

In an attempt to drag the clubs out of a marketing Stone Age, the league held a number of seminars in the close season and circulated a portfolio giving guidance on promotion to all the clubs. A similar pack is to be prepared on sponsorship.

A new league magazine called Business News lists examples of good marketing practice, such as the establishment of an increasingly sophisticated mailing list at Watford, and a successful lottery operation at Crystal Palace.

The league is also actively exploring with Barclaycard the idea of having a Viscard bearing club colours or emblems, and Crystal Palace is carrying out a test using entry by credit

card through one turnstile.

Many existing marketing successes, such as shirt sponsorship, were pioneered in the First Division. But it is the Second Division, where on-field performances are not necessarily sufficient to pull in the crowds, which has become a breeding ground for the latest marketing ideas.

Watford, for example, produces a colour booklet including fixtures, ticket prices and products, circulated to half a million homes in the club's catchment area before the start of the season.

When the club launched the booklet idea three years ago, one copy dropped through the letter box of Robert Maxwell, then chairman of Oxford United. Within three days Oxford had a similar product.

Sponsorship at Watford runs from the big money deal for a product name on shirts, currently under negotiation, to smaller sponsorships in which the ordinary supporters can take part. Some supporters pay £40 for the season to sponsor a player's socks or £150 for the whole kit.

The club has a family terrace where adults are only allowed in if they are accompanied by a

child. Two adults and two children can watch the match there for less than £10. "Our approach has certainly rubbed off in lessening the potential of the crowd," says Chris Childs, marketing manager. "After all there is not much kudos for visiting supporters looking for trouble in boosting 'we took the Watford family enclosure'."

Another money-spinning idea, set up by Watford with Ladbrokes at the end of last season, and now spreading to other clubs, is the provision of a club betting shop for supporters to wager on aspects of the match, such as who scores the first goal and its time.

Oxford United, which enjoys a friendly rivalry with Watford in the marketing area - Maxwell's copy booklet has not been forgotten by either club - is trying out a few ideas itself. Nick Johnson, commercial manager, who points out that the family enclosure was his idea when he worked for Doncaster Rovers, is going into match advertising on TV.

Attendance in Oxford's first season since relegation to the second division has fallen to an average of 5,500. "We took 40,000 supporters with us to Wembley in 1986 so I know they are out there somewhere," says Johnson.

Television, he believes, is the way to find them. For an outlay of £1,500, the club has been offered three prime time commercial slots on Central Television to advertise the home match against Swindon Town on October 5. To make it worthwhile the club needs to add between 300 and 400 supporters on its expected list.

The Oxford marketing ethos has secured the club one of the most lucrative sponsorship deals in the league - £300,000 for the season from Wang Computers.

Leeds United has used TV advertising to revitalize season ticket sales for the first time this year. Two years ago season ticket revenue was about £190,000. Last year, after the club created a new commercial team headed by Bill Fotherby, managing director, it rose to £445,000 through more active promotion. This year, in spite of a run of poor on-field performances, the figure should top £500,000 by the end of this month.

The realisation by clubs that the herding of fans into stark caged-off areas could have contributed to the hooliganism which the Government's intervention is designed to prevent may prove an important social spin-off for the new commercial approach.

**Corporate advertising**

**Hanson shows how it has been on the up and up**

By Lisa Wood

**G**rowth in earnings per share is not a common concept to be flashed across television during prime-time commercial breaks.

But that is exactly what a wavy green line, inexorably rising across the small screen, represents in Hanson's latest corporate advertisement.

The advert, all 2½ minutes of it, treats viewers to a sequence of television news shots tracking the headlines since 1964.

Footage includes shots of personalities including Jeremy Thorpe and Martin Luther King along with events such as the Chernobyl disaster and assorted riots.

All this is being watched in the advertisement on the screen of a City trader after he keys in a request for Hanson's earnings record.

The message to the great British public is: whatever the world may throw at Hanson, be it political or financial change, Hanson's earnings continue to grow.

It is a sophisticated advertisement, taking slots in prime-time breaks such as those in News At Ten and Channel 4 News. For some of the slots the advertisement takes up the whole break - a factor that was not planned but which has helped the advertisement to make an uninterrupted point rather than seen as gratuitously long, according to Sean O'Connor, account director at Lowe Howard Spink, the advertising agency responsible for Hanson's television advertising.

The advertisement has provoked large-scale media interest but market research has yet to show whether or not this stylish advertisement is appreciated or understood by the general public.

O'Connor has few qualms on this front. "Even if people do not grasp the concept of earnings per share they do understand a line going up and the idea of success," says O'Connor. "For those who do understand it, the advertisement makes a potent impact."



Clips of a whole series of political and other news events are shown in Hanson's latest TV ad as a line tracks the company's earnings per share record

A long advertisement of this kind, which demands the full attention of the viewer, could become a turn-off if it ran for a long period. This is recognised in the fact that the advertisement, which is understood to have cost £2.5m in airtime, has a short-running period - from September 16 to October 2.

Hanson started advertising on television in 1986. Martin Taylor, vice-chairman of Hanson says: "We have been doing corporate advertising in all the major print media since 1976."

"The expansion into television was a natural development but was of particular importance to us during our bid for Imperial when there were shareholders in areas where we did not have business interests," Shareholders, says Taylor, were being inundated with pieces of paper and television advertisements were a very different form of communication.

It is not just shareholders

in their own group - or shareholders in groups that the acquisitive Hanson group may be eyeing - that are the target audience. Rather it is a much wider group of people - including employees, customers, suppliers, the City and the community at large.

But why advertise? O'Connor says there is a strong connection between knowledge of a business and positive attitudes towards it. "There is a myriad of benefits from people perceiving you in a positive way."

The first advertisement emphasised the scale of the company and its Anglo-American personality; the second gave more solid information comparing the business with other groups while the third focuses on its success come hell or high water.

Market research, says O'Connor, showed a big jump in awareness after the first advertisement with the second consolidating that knowledge and awareness. The third advertisement is intended to sustain the message.

He declines to say whether there are more advertisements planned by Hanson, which celebrates its 25th anniversary this year. "We have a relationship with the public now and it needs sustaining,"

**AECI Limited**  
(Incorporated in the Republic of South Africa)

**Notice to Preference Shareholders Dividend No 101**

Notice is hereby given that on 8 September 1988 the Directors of AECI Limited declared a dividend at the rate of 5.5 per cent per annum for the six months ending 15 December 1988 payable on that date to holders of preference shares registered in the books of the Company at the close of business on 21 October 1988.

The dividend is declared in United Kingdom currency and cheques in payment will be posted from the offices of the transfer secretaries in South Africa and the United Kingdom on 15 December 1988.

Dividends payable from Johannesburg will be paid in South African currency at the rate of exchange ruling on 14 November 1988.

In respect of shareholders whose addresses in the share register are outside the Republic of South Africa, the dividend is subject to the deduction of non-resident shareholders' tax in terms of South African law.

Dividends payable from the United Kingdom office will be subject to such tax deductions as are prescribed by United Kingdom legislation unless a certificate exempting the shareholder concerned from such tax deduction is received before the closing of the registers.

Any change of address or dividend instruction must be received before the closing of the registers.

The transfer books and registers of members in Johannesburg and the United Kingdom will be closed from 22 October 1988 to 4 November 1988, both days inclusive.

By order of the Board  
M J F POTGIETER  
Secretary

Carlton Centre  
Johannesburg

29 September 1988

Transfer secretaries:  
Consolidated Share Registrars Limited  
40 Commissioner Street, Johannesburg, and  
Hill Samuels Registrars Ltd  
6 Greenock Place  
London SW1P 1PL England

**Portsmouth Building Society**

Notice is hereby given in accordance with the Society's Rules that as from the 1st October 1988, the following rates of interest will be paid.

**ORDINARY SHARE** (Minimum Investment £1)  
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**7 DAY SHARE** (Minimum Investment £500)  
7.55% = 7.69% = 10.26% (Gross Equivalents)

**30 DAY SHARE** (Minimum Investment £500)  
8.85% = 9.05% = 12.06% (Gross Equivalents)

**90 DAY SHARE** (Minimum Investment £500)  
9.05% = 9.25% = 12.34% (Gross Equivalents)

**3 YEAR SHARE** (Minimum Investment £500)  
9.25% = 9.46% = 12.62% (Gross Equivalents)

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Registered No. 01/01232/05  
NOTICE TO HOLDERS OF SHARE WARRANTS TO BEARER

CHANGE IN YEAR-END

It was decided by the board of directors to change the year-end of the company and its subsidiaries with effect from 28 February 1989 to 31 August. The next accounting period will cover the eight months from 1 January to 31 August 1989.

It was further decided, with the approval of the Registrar of Companies and the stock exchanges in Johannesburg and London, that no interim report would be published for the six months to 30 June 1988.

In order to adapt the payment pattern of dividends to the new year-end, the board of directors decided on the following arrangements:

Ordinary shares:  
No interim dividend will be declared for the six months to 30 June 1988.

The declaration of a dividend for the full period of eight months will be considered on 14 November 1988.

The payment of dividends will be considered in the subsequent full financial years in May (Interim) and November (Final).

per pro. GENCOR (UK) LIMITED  
London Secretaries  
L.L. Beine  
29 September 1988

**Crédit Foncier de France**

ECU-Denominated Floating Rate Notes due 1995 resulting from the exercise of Warrants attached to US\$ 200,000,000 Floating Rate Notes due 1995

In accordance with the provisions of the Notes, notice is hereby given that for the interest period from September 29, 1988 to December 29, 1988, the Notes will carry an interest rate of 7 7/8% per annum.

The interest payable on the relevant interest payment date, December 29, 1988 will be ECU 19.75 per ECU 1,000 principal amount.

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**THE ROYAL BANK OF CANADA**  
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In accordance with the terms and conditions of the Debentures, the interest rate for the period 30th September 1988 to 31st October 1988 has been fixed at 8 1/2% per cent per annum. On 31st October, interest of US\$7,194,444 per US\$1,000 nominal amount of the debentures will be due for payment. The rate of interest for the period commencing 31st October 1988 will be determined on 27th October 1988.

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Trade classification: 32  
Date of appointment of joint administrative receivers: 16 September 1988  
Name of person appointing the joint administrative receivers: Bank of Scotland

**ADRIAN RICHARD STANWAY**  
(Office holder number 298)  
**JOHN MARTIN IRIDALE**  
(Office holder number 144)  
Joint Administrative Receivers of: Cork Gully, Scottish Life House, 14 New Road, Southampton, Hampshire SO9 1ZG

**BURCHALL HOLDINGS LIMITED**  
Registered number: 82053  
Nature of business: Continental Hauliers  
Trade classification: 32  
Date of appointment of joint administrative receivers: 16 September 1988  
Name of person appointing the joint administrative receivers: Bank of Scotland

**ADRIAN RICHARD STANWAY**  
(Office holder number 298) and  
**JOHN MARTIN IRIDALE**  
(Office holder number 144)  
Joint Administrative Receivers of: Cork Gully, Scottish Life House, 14 New Road, Southampton, Hampshire SO9 1ZG

**FINLAND**

The Financial Times proposes to publish this survey on:

**28th October 1988**

For a full editorial synopsis and advertisement details, please contact:

**Chris Schaanning**  
on 01-248 8000 ext 3699

or write to him at:

**Bracken House**  
10 Cannon Street  
London EC4A 4BY

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**ANNOUNCEMENTS**

**RANGER**

The Board of Directors of Ranger Oil Limited is pleased to announce the appointment of Mr. Bernard F. Isautier as a Director of the Company, succeeding the late Mr. Walter B. Dingle.

Mr. Isautier is a graduate of the Polytechnique School of France, the Mining School of Paris and the Institute of Political Sciences in Paris. He has many years of oil and gas industry experience, most recently as President and Chief Executive Officer of Polysar Energy & Chemical Corporation. Mr. Isautier is a Past Chairman of the Board of Governors of the Canadian Petroleum Association.

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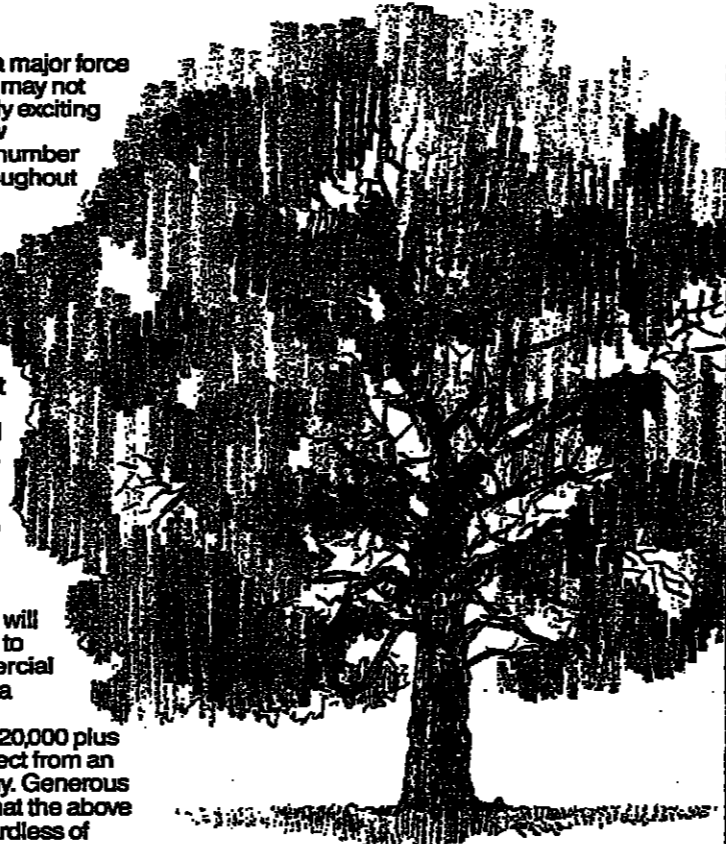
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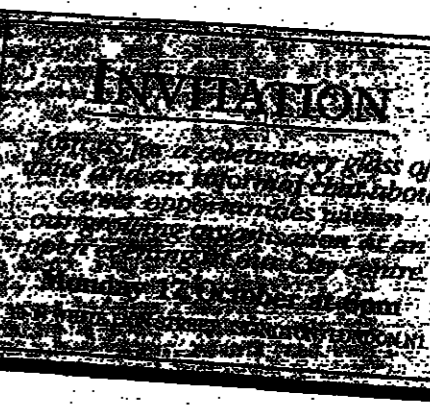
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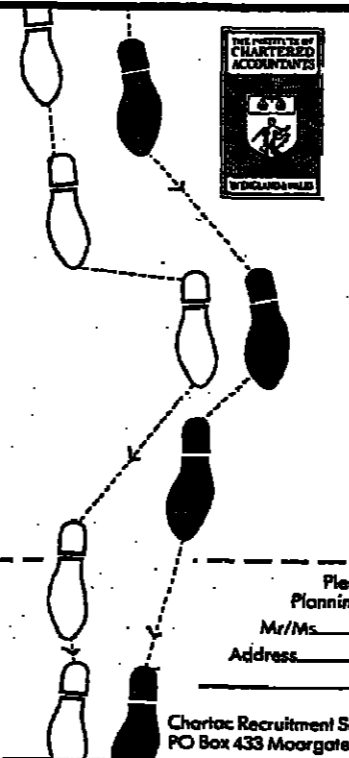
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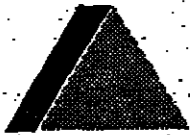
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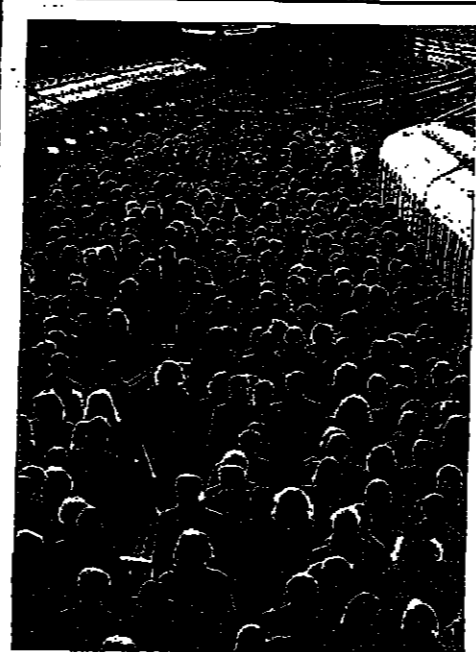
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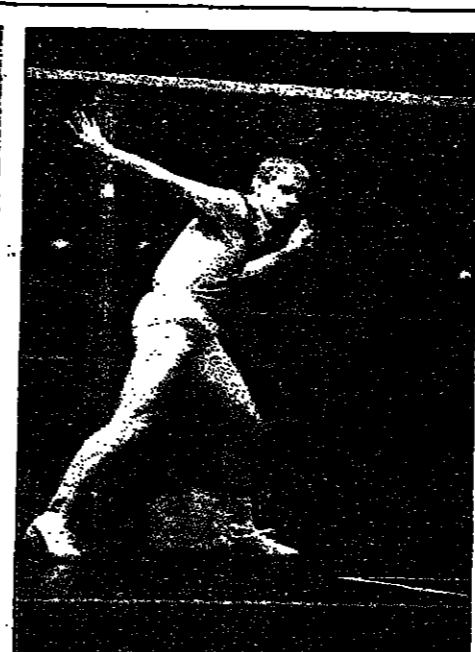
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Based in Amsterdam for a six month period substantial travel throughout the continent to visit subsidiaries will be required. Generous living allowances will be provided. Some language skills would be an advantage.

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For additional information please contact Richard Farnell on 01-437 0464 or write enclosing brief details to the address below.

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- strong presentation skills
- exposure to budgeting/cost control
- systems awareness
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Interested applicants should contact Fiona McGahan ACA by telephone on 01-437 0464 between 8.00am and 10.00pm or write enclosing brief details to the address below.

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- ▲ Extensive ad hoc investigations
  - ▲ Assisting with key strategic planning
  - ▲ Recruiting for an expanding financial team

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Interested applicants should write enclosing a comprehensive Curriculum Vitae and daytime telephone number, quoting Ref: 265, to Barry Ollier B.A., A.C.A., Whitehead Rice, 295 Regent Street, London W1R 8JH, or telephone him on 01-637 8736.

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صوتنا من الأصل



# Financial Director

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reporting techniques and G.A.A.P. is essential. You must have excellent management and communication skills to fill this pro-active business role.

In addition to the excellent salary and benefits package, this position offers the opportunity to develop your career with a highly successful international organisation.

Reporting to the General Manager and with extensive international exposure you will have the responsibility for the development and implementation of controls and procedures to integrate this fast moving, high growth business into the parent's financial management structure. You are likely to be in your thirties, professionally qualified as an accountant, ideally with an MBA. You should be able to show at least five years high unit value f.m.c.g. background including strong international planning, tax and treasury experience. Knowledge of US management

Candidates should apply in strict confidence to Charles Vallee quoting reference 5148/FT on both envelope and letter, or via facsimile (01-248 1368) giving full career details of education, qualifications, salary and career progression.

Deloitte Haskins + Sells

Management Consultancy Division

P.O. Box 198, Hillgate House, 26 Old Bailey, London EC4M 7PL

# FINANCE DIRECTOR

Management Buyout

Package c £40,000 + car

The management team of this growing business is finalising buy-out proposals with its parent, a substantial public group. Based south of London, this profitable company employs around 350 people. Significant further expansion is planned with the objective of flotation in about 5 years' time.

The Finance Director will be responsible for the normal control and management information activities supported by a staff of 10. The person appointed will play a full part in the decision making process, particularly in the negotiation of trading agreements and financing. The management of investor and banking relations will be of increasing importance.

Candidates should be qualified accountants in their mid-thirties, with a track record of increasing responsibility, including a controllership. Experience of a consumer goods environment is advantageous. The essential personal qualities include sound commercial judgement, good interpersonal skills and a real commitment to personal and company success.

Please apply in confidence, giving concise career, personal and salary details and quoting Ref: L.367, to:

Egor International Ltd, Metro House, 5th Floor, 58 St. James's Street, London SW1A 1LD. Tel: 01-629 8070.

EGOR EXECUTIVE SELECTION

Great Britain • Belgium • France • Germany • Italy • Portugal • Spain

# GROUP FINANCE DIRECTOR

To £50,000 p.a. + Stock Options

Our client, an expanding and successful UK engineering PLC with international interests, is seeking a Group Finance Director.

Based at the Group's headquarters in the North of England and reporting to the Group Managing Director, you will be responsible for managing the finance function and for providing the financial perspective to all aspects of the Group's strategy. Key tasks will include the production and critical analysis of financial and management information, corporate planning, budgeting, treasury, systems development and acquisition appraisal. Liaising with financial and City institutions will be a further requirement of this key appointment.

You must be a qualified accountant, ideally with a degree or MBA, probably aged 35 to 45, with a strong commercial awareness. You must be computer literate and have experience of leading the finance function with a major profit orientated organisation ideally in manufacturing or engineering. You must be highly motivated with strong leadership and intellectual qualities and able to demonstrate first class technical and interpersonal skills.

The position carries an excellent benefits package which reflects the importance of this appointment. There is significant career development potential.

Please reply in confidence, including a full CV, to Adamson & Partners Ltd, 10 Lisbon Square, Leeds LS1 4LY or telephone Stuart Adamson FCA or Graham Marlow on 0532 451212.

ADAMSON & PARTNERS LTD.

Executive Search and Selection

# TREASURY MANAGER

Capitalise on your experience in international trade and treasury operations.

Negotiable salary + car + benefits - Basingstoke

Professional broadcasters the world over acknowledge SONY's equipment - including VTR's, Video Cameras, Editors and professional audio products - as the leading edge of broadcast technology. Sony Broadcast was established over 10 years ago to market, distribute and support these products as well as design and build customised studios and outside broadcast vehicles. We have created some of the most sophisticated studios in the world today. Our chief markets are the UK, Europe, the Middle East and Africa, with turnover in excess of £140m. In the Finance Department we have an opening for a Treasury Manager to take control of the company's day-to-day Treasury and Credit Control activities. Reporting to the Senior Manager, Financial Administration, and heading up a 5-strong team, responsibilities will include foreign exchange exposure monitoring and hedging; fund management and investment; credit control and liaison between sales teams and banks over non-standard payment terms, letters of credit, guarantees and other international transaction instruments.

Preferably a graduate in your 30's, you must have acquired good knowledge of standard practices in trade and treasury operations within the international sphere through experience in commercial or banking environments. This technical knowledge will need to be complemented by sound man management and presentation skills plus the ability to work to deadlines. Given these attributes, you're sure to find this a stimulating and highly rewarding new challenge with an organisation whose name is respected the world over. The attractive salary is supplemented by a benefits package that includes a fully expensed car and relocation assistance if appropriate. Please write with your cv to: Chris Eves, Personnel Manager, Sony Broadcast Ltd., Belgrave House, Basing View, Basingstoke, Hampshire RG21 2LA. Alternatively, fax your cv to him on (0256) 474585.

SONY Broadcast

## APPOINTMENTS

### ADVERTISING

Appears every Wednesday and Thursday

for further information call 01-248 8000

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# International Financial Controller

... high level exposure... distinct career prospects

to £30,000 plus car and benefits

Surrey/Sussex border

Our client, a major UK plc, has a household name and a wide range of activities across the world, mainly in the service sector.

This newly created position will be based at the Group headquarters. Your main responsibility will be to analyse, understand and comment on management information received from many countries, liaising as necessary with local staff. As part of a small team, you will play a central role in the group budgeting and management accounting process.

The position will in addition offer a one-to-one relationship with the Group Finance Director on relevant ad hoc projects.

You will have a high-profile and will be ideally placed for further development of your career either internationally or domestically in the medium term.

Candidates will be ambitious, qualified accountants ideally aged 28-33 with analytical experience gained in an international organisation. An inquiring mind and strong communication skills will be essential personal qualities.

The attractive remuneration package will include bonus, share options, a fully expensed executive car and relocation.

Please write, in confidence, with full details including current salary, to Nigel Bates FCA; reference B.34034.



MSL International (UK) Ltd, 32 Aybrook Street, London W1M 3JL. Offices in Europe, the Americas, Australia and Asia Pacific.

# FINANCIAL CONTROLLER

East Sussex

£22,000

Car

Clothkits a subsidiary of a quoted plc, is a highly successful, rapidly growing home shopping and retailing company. Its hallmark is innovation in fashion design and marketing.

A Financial Controller with the right blend of accounting expertise and commercial awareness is sought. Reporting to the Finance Director, the role will involve total management of the Finance function and a full contribution to the strategic development of the company.

You should be a qualified accountant and have assumed real responsibility for financial matters in a progressive career. Strong managerial skills will be of vital importance and you will be able to demonstrate excellent communication skills, self motivation and flexibility. You are likely to be in your late twenties, early thirties, with a background in retailing, fashion or f.m.c.g.

Experience in the use and development of computerised information systems will be expected.

The personality and strength of character to achieve successful change through and with other people is a vital element of the job.

The culture of the company is characterised by reward through achievement and co-operation through commitment by all of its employees. The working environment and location are very attractive as you would expect to find in a delightful Sussex town close to the countryside and the sea.

Please send details of yourself and your career to Helen Bomford, Personnel Director, Clothkits, 24 High Street, Lewes, East Sussex. BNX 2LB

clothkits

## FINANCIAL TIMES

Legal Pages

Legal Appointments appear every Monday

£25

Per Single Column Centimetre

£28

Premium Positions

For Further Information

Contact

01-248 8000

Elizabeth Rowan Ext 3456

Wendy Alexander Ext 3526

# FINANCIAL DIRECTOR DESIGNATE

TOILETRIES AND GIFTWARE MARKETING

Essex c.£30,000 + car

Our client expects to multiply its turnover several times to in excess of £10m within about four years. Its business is the marketing and distribution of high quality toiletries and giftware throughout the world. The recently appointed managing director anticipates an exciting period of product and market development and requires a high quality financial controller to assist him in achieving this target, with the prospect of early directorship.

Applicants, who must be qualified accountants, will have experience, either directly or through the profession, of accounting for rapidly expanding trading businesses, ideally with international operations. The ability to expand the use of the company's IBM computer facilities is required as is an enthusiasm for substantial involvement in general management.

Please send brief personal and career details, quoting reference F/599/M to Douglas G Mizon.

Ernst & Whinney

Executive Recruitment Services

Becket House, 1 Lambeth Palace Road, London SE1 7EU.

FT UNIT TRUST INFORMATION SERVICE

AUTHORISED UNIT TRUSTS

Table listing various unit trusts such as Abbey Unit Trst Mngts, Acol Unit Trst Mngts, and others, with columns for name, manager, and other details.

Table with columns for FT 30, FTSE 100, and WALL STREET, containing numerical data and dates.

CROSSWORD

Crossword puzzle grid with numbers 1-31 indicating starting positions for clues.

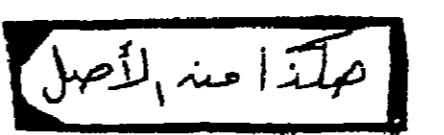
- ACROSS
1 A political leader, suffering from merchant-seaman (4)
2 Start with people caught in advance (6)
3 Object when moulder cuts a troublesome individual (7)
4 The litter pile set in order (7)
5 A man from abroad - a merchant-seaman (4)
6 She would restrict women's personal freedom (10)
7 Courage given by alcohol? (6)
8 A soldier going into a nearby pub is perfectly reasonable (7)
9 The soap used where refreshments are served (3-4)
10 A musician's language (6)
11 Popular trade - for a spell (10)
12 The continent like backing 4 down (4)
13 Underworld row about a scout (7)
14 Road article to be read before studying (7)
15 Seers in trouble about dope fix, not for the first time (6)
16 Fish catch - could be a stone (6)
17 To value a paper is unusual (8)
18 There's nothing dull in a small perfume (9)
19 Not the sole list (4)

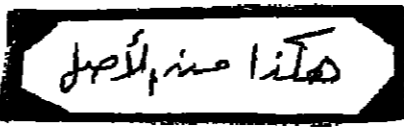
- DOWN
5 Topping basic wear (6)
6 Kept a man tied in maybe (10)
7 Some cooks use it to season if it replaces salt (5)
8 The figure one's repeatedly given (6)
9 Bore could not get a seat (6)
10 Five-year-olds being very good? (6,5)
11 A note calling for acceptance (9)
12 The subject matter affords satisfaction (8)
13 Poor gaunt characters in ramshackle hut given no guidance (8)
14 21 across children appear more considerate (6)
15 Add a pound, that's all (5)
16 Underwear presented to a girl (5)
17 Raised in Pennsylvania, will develop into a six-footer (4)
18 Solution to Puzzle No.6,745

EPH Unit Trst Mngts Ltd (12000H)
Eagle Star Unit Trst Mngts Ltd (12000H)
Eaton Ltd (12000F)
Eaton Ltd (12000F)
Eaton Ltd (12000F)

GUIDE TO UNIT TRUST PRICING

The data included in the Authorised section of the FT Unit Trust Information Service is prepared to inform the service to readers and to conform with new legislation.
These represent the marketing, administrative and other costs which have to be paid by new investors. These charges are included in the price when the customer buys units.
The price at which units may be bought.
The price at which units may be sold.
The price at which units may be sold.





FT UNIT TRUST INFORMATION SERVICE

Main table containing financial data for various unit trusts, including columns for Name, Price, Yield, and other metrics. The table is organized into sections such as 'INSURANCES' and 'OTHER UK UNIT TRUSTS'.

INSURANCES

Table listing insurance-related unit trusts, including names like 'AA Friendly Society' and 'Abney Life Assurance Co Ltd', with associated financial data.

OTHER UK UNIT TRUSTS

Table listing other UK unit trusts, including names like 'Baillie Gifford & Co Ltd' and 'Bank of Scotland Unit Trusts', with associated financial data.

Continued on next page

FT UNIT TRUST INFORMATION SERVICE

Main table containing unit trust information with columns for Name, Price, Yield, and other financial metrics. Includes sub-sections for 'MANAGEMENT SERVICES', 'OFFSHORE AND OVERSEAS', and 'UK LISTED'.

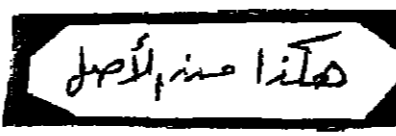
Handwritten text at the bottom center of the page: "سکتا منہ لائیں"

FT UNIT TRUST INFORMATION SERVICE

Table containing FT Unit Trust Information Service data, including columns for fund names, prices, and performance metrics.

LONDON SHARE SERVICE

Table containing London Share Service data, including sections for British Funds, Foreign Bonds & Rails, and Money Market Bank Accounts.



Money Market Trust Funds

Table listing Money Market Trust Funds with columns for fund name, price, and other details.

Money Market Bank Accounts

Table listing Money Market Bank Accounts with columns for bank name, account type, and interest rate.

UNIT TRUST NOTES
Notes are shown when returned indicated and they...

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Pound gains from quiet dollar

ATTENTION TURNED towards sterling in an otherwise quiet foreign exchange market yesterday.

Failure of the dollar to move out of a tight trading range increased demand for the pound, as dealers looked favourably on currencies supported by high interest rates.

Sterling also gained assistance from Tuesday's UK trade figures for August, and comments yesterday by Mr Nigel Lawson, Chancellor of the Exchequer.

The UK trade deficit was the second largest on record, but not as bad as the market had feared. Mr Lawson, speaking in West Berlin, said a depreciation of sterling was not the answer to the trade deficit, and was counter to the Government's anti-inflation policy.

A slight firming of North Sea oil prices provided a little background support for the pound, although the price of Brent crude remained under \$13 a barrel.

Sterling broke through DM3.16 for the first time this month, and closed at its highest level against the D-Mark since August 24.

The pound rose to DM3.1675 from DM3.1550, to Y226.25 from Y225.75, to SF2.6825 from SF2.6700, and to FF10.7800 from FF10.7550.

Sterling also gained 80 points on the New York market.

The Bundesbank stayed out of the market when the dollar was fixed at DM1.8793 in Frankfurt, compared with DM1.8813 on Tuesday.

Earlier in Tokyo the dollar had fallen back from an opening level of Y134.70 to close at Y134.50, on a report that the group of seven will not tolerate a stronger dollar.

It also eased a little against the yen, to close at Y134.50, compared with Y134.45, while falling to SF1.5900 from SF1.5905, and to FF6.3925 from FF6.3950.

According to the Bank of England, the dollar's exchange rate index was unchanged at 93.7.

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to \$1.6665, while on Bank of England figures the pound's index rose 0.2 to 75.8.

The dollar appeared to run out of steam, and failed to consolidate an attack on DM1.8800 yesterday. Fear of central bank intervention, following Monday's co-ordinated action, kept a lid on the US currency.

The market was not prepared to mount a serious challenge to the authorities with heavy buying of the dollar, but at the same time could see no reason to sell the currency.

Central banks appeared content with the dollar's present value yesterday. There was no obvious sign of intervention on the open market, but traders suspected there may have been a little disguised selling of dollars by the West German Bundesbank at times.

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FINANCIAL FUTURES

Prices recover from early lows

Short sterling prices recovered from a slightly weaker start to finish unchanged from overnight levels, in yesterday's Liffe market. Values were marked down in early trading, as dealers saw Tuesday's reaction to August trade figures as being a little overdue.

However comments by Mr Nigel Lawson, UK Chancellor of the Exchequer, rejecting a

sterling devaluation as a means of combating this year's current account deficit, revived confidence. The December short sterling price moved up from a low of 88.14, to finish unchanged from Tuesday's close at 88.24, while the long gilt price was also up from the day's low. However it was still slightly down from the previous close at 95-10, compared

with 95-14. US Treasury bonds finished on a weaker note in relatively low volume. A slightly recovery in crude oil prices took the edge off the recent bullish tone.

The December US bond price opened at 87-02, and touched a low of 86-31 before finishing at 87-04, still down from 87-16 on Tuesday.

Estimated volume total, Calls 1825 Puts 624 Previous day's open Int. Calls 2264 Puts 22018

Estimated volume total, Calls 1221 Puts 30 Previous day's open Int. Calls 2947 Puts 3232

Estimated volume total, Calls 351 Puts 1584 Previous day's open Int. Calls 1265 Puts 34334

Estimated volume total, Calls 10 Puts 6 Previous day's open Int. Calls 43 Puts 4144

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EMS EUROPEAN CURRENCY UNIT RATES

Table with columns: Country, Currency, Rate, % change from previous day, % change from 1988 start, Divergence from ECU.

POUND SPOT - FORWARD AGAINST THE POUND

Table with columns: Date, Spot, Forward, % change.

STERLING INDEX

Table with columns: Date, Index, % change.

CURRENCY RATES

Table with columns: Currency, Rate, % change.

CURRENCY MOVEMENTS

Table with columns: Currency, Movement, % change.

OTHER CURRENCIES

Table with columns: Currency, Rate, % change.

DOLLAR SPOT - FORWARD AGAINST THE DOLLAR

Table with columns: Date, Spot, Forward, % change.

EURO CURRENCY INTEREST RATES

Table with columns: Currency, Term, Rate, % change.

EXCHANGE CROSS RATES

Table with columns: Currency, Rate, % change.

FT LONDON INTERBANK FIXING

Table with columns: Term, Rate, % change.

MONEY RATES

Table with columns: Term, Rate, % change.

LONDON MONEY RATES

Table with columns: Term, Rate, % change.

NEW YORK

Table with columns: Term, Rate, % change.

FRANKFURT

Table with columns: Term, Rate, % change.

PARIS

Table with columns: Term, Rate, % change.

AMSTERDAM

Table with columns: Term, Rate, % change.

MILAN

Table with columns: Term, Rate, % change.

ROMA

Table with columns: Term, Rate, % change.

NEW YORK

Table with columns: Term, Rate, % change.

FRANKFURT

Table with columns: Term, Rate, % change.

PARIS

Table with columns: Term, Rate, % change.

AMSTERDAM

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PARIS

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AMSTERDAM

Table with columns: Term, Rate, % change.

MILAN

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ROMA

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NEW YORK

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PARIS

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AMSTERDAM

Table with columns: Term, Rate, % change.

MILAN

Table with columns: Term, Rate, % change.

ROMA

Table with columns: Term, Rate, % change.

MONEY MARKETS

UK rates lower on better tone

A HINT of optimism crept into money market trading in London yesterday. Longer term rates were marked down, on a growing perception that the UK economic data may have turned the corner.

LONDON STOCK EXCHANGE

Market pauses for second thoughts

THE MAJOR UK investment institutions continued to show a cautious stance towards equities yesterday, despite the improvement reported on Tuesday in the UK trade figures for last month...

Account Dealing Dates table with columns for dates and descriptions of dealing periods.

"We wouldn't expect the institutions to become major buyers of equities until the UK economy shows more definite signs of slowing down..."

FTSE will end the year around the 2,000 mark. The rally may come towards the end of next month, believes Warburg...

backed up bullishness by some major London houses. Reuters, the international newswagency, also came in for transatlantic support...

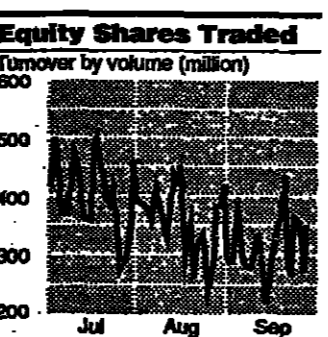
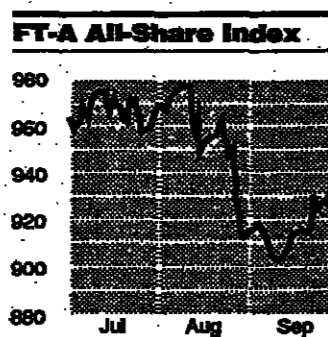
market which regarded them as a further indication of a slowdown in food retailing. The speculative sector, although more subdued than last week, continued to show up features...

FINANCIAL TIMES STOCK INDICES table with columns for Sep 28, Sep 27, Sep 26, Sep 25, Sep 22, Year Ago, High, Low, and Since Completion.

S.E. ACTIVITY Indices table with columns for Sep 27 and Sep 26, listing various indices like Gilt Edged Bargains, Equity Bargains, etc.

C&W on call for T.Rentals

The £284m cash bid for Telephone Rentals (TR) from telecommunications group Cable & Wireless came as a pleasant surprise to the market...



ing shares on behalf of Bond Corporation. Speculation persists that the Australian group is intent on increasing its stake in Allied to around 10 per cent...

also rate ICI as attractive, provided there is no strong adverse movement in the DM currency rate. BZW report good indications as to underlying trading in the third-quarter...

Read, it was announced yesterday that Octopus Publishing, a subsidiary of Reed, has acquired 60 per cent of Budget Books of Australia for A\$6.6m.

higher at 149p. Ferranti, reflecting its major cordless telephone interests and news of the signing of the big Malaysian arms deal, touched 97p before closing a net 5 1/2 up at 95 1/2; turnover was 9.8m.

Takeover hopes continued to sustain James Neill which advanced fresh to 240p, up 9, for a two-day gain of 39; BM Group revealed a 4.87 per cent holding in the group on Tuesday...

Food manufacturer stocks had a calmer session after Tuesday's activity. There was support for Ranks Hevis McDougall but the gain of 8 to 38 1/2 in the shares was accompanied by only moderate trading.

TRADING VOLUME IN MAJOR STOCKS

Table showing trading volume for various stocks including Alpha Securities, Omega, Delta, etc., with columns for Volume, Price, and % Change.

interim figures, revised with a gain of 8 to 38 1/2. Press speculation of either an increased bid from Mecca Leisure or a counter offer for Pleasurama produced an early mark up of the latter which subsequently closed a net 14 higher at 227p on turnover of 3.1m. Mecca shares were 3 off at 171p.

Lucas Industries went on another run, rising 11 to 587p, but the moderate volume of trade suggested that the movement owed more to a squeeze on marketmakers' positions than a renewal of recent demand. Dowry continued to benefit from the award of a large contract from Airbus Industrie, gaining 6 1/2 to 211 1/2p, and Lex Service added 6 1/2 more to 372 1/2p.

Cable & Wireless, giving details of the bid, of 30 1/2p a share, said Telephone Rentals and Mercury, the C & W subsidiary, would prove a "natural fit".

ICI continued to attract reasonable interest, although volume failed to match the previous day's level. Further institutional demand was reported and US buyers made their presence felt late in the day, leaving the shares 13 down at 102 1/2p.

Christies International, reflecting a favourable response by analysts to the interim figures, met with fresh buying and put on 12 more to 583p. Renewed takeover speculation left Pearson 8 to the good at 765p. Rank Organisation continued to make progress at 897p, up 7, along with lawwater, which gained 3 further to 412p.

Next continued to retreat in the wake of the bottom-of-the-range interim figures. The shares eventually 5 off at 177p, after 17 1/2p on turnover of 1.8m. Among numerous profits downgrades yesterday BZW lowered their current year forecast for Next down to 89m while Phillips and Drew moved down to £100m and County NatWest Woodmac to £96m.

The Cable & Wireless bid for Telephone Rentals prompted widespread support among the electronics and electrical issues. National Telecoms, especially were given a sharp push and improved to close 9

Peak for Allied

Currently rated the "major play" of the London equity market, Allied-Lyons burst through the year's high point to end 15 up at 45 1/2p. The best surge owed much to a resumption of buying from Smith New Court, the marketmaker responsible for Friday's heavy rise in Allied stock. Smith signalled its intentions of bidding for shares on the trading screens, and, for a while, rival dealers thought there was no price limit to Smith's bids.

in an extensive review of the company, Nomura Research takes the view that except for investors who expect that stepping a new-found strength will be a permanent feature of the markets in the future, ICI now represents sound long-term value. For those worried about the currency factor, Nomura suggests trading actively on the basis of foreign exchange movements.

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NEW HIGHS AND LOWS FOR 1988

Table listing new highs and lows for various companies in 1988, including names like BHP, ICI, etc.

Adrian Daly to join Allied Irish

ALLIED IRISH BANK has appointed Mr Adrian Daly as managing director designate of the bank's proposed assurance subsidiary. He has been managing director and general manager of Prudential Life, Italy.

Michael Low financial director

BERRISFORD FACTORS, a wholly-owned subsidiary of S. & W. Berrisford, has appointed Ms Patricia Cooper a director. She will be responsible for sales and marketing.

Michael Low financial director

ASHLEY GROUP has made Mr Chris Tipper its finance director. He replaces Mr Brian Wright who was finance director of Ashley Industrial Trust for four years prior to the acquisition of DIGSA.

At CENTRAL INDEPENDENT TELEVISION

Mr Kevin Betts, finance director, has become a member of the board. director of ELLIS INTEGRAL VALVE LOCKS, a Halma subsidiary, has been made a director of EASTBOURNE MUTUAL BUILDING SOCIETY.

THE FINANCIAL TIMES 100TH advertisement featuring a large '100' graphic, text about the 100th anniversary, and images of Audi 100 cars.

APPOINTMENTS

Adrian Daly to join Allied Irish. RAYMOORE ENGINEERING has made Mr Rodney Abbott a director. He was manager of the testing division.

The ISLE OF MAN BREWERIES GROUP

has appointed Mr Steve Dickson, finance director, as deputy chairman.

HIGHLANDS INSURANCE CO (UK)

has appointed Mr Peter Job, managing director of Reuters Asia, as an alternate director with the title of senior underwriting deputy.

At CENTRAL INDEPENDENT TELEVISION

Mr Kevin Betts, finance director, has become a member of the board. Mr Bill Pipe has been made sales director of ABBEGATE, the financial services design and print group.

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LONDON SHARE SERVICE

AMERICANS - Cont'd. Table with columns: 1968, Stock, Price, % Chg, Div Yield, P/E. Includes companies like Texas Instr., Transamerica, USWA, etc.

CANADIANS. Table with columns: 1968, Stock, Price, % Chg, Div Yield, P/E. Includes companies like Alcan, Inco, Northern Telecom, etc.

BANKS, HP & LEASING. Table with columns: 1968, Stock, Price, % Chg, Div Yield, P/E. Includes companies like Anglo Irish, Bank of Montreal, etc.

Hire Purchase, Leasing, etc. Table with columns: 1968, Stock, Price, % Chg, Div Yield, P/E. Includes companies like Anglo Leasing, etc.

BEERS, WINES & SPIRITS. Table with columns: 1968, Stock, Price, % Chg, Div Yield, P/E. Includes companies like Heineken, Carlsberg, etc.

BUILDING, TIMBER, ROADS. Table with columns: 1968, Stock, Price, % Chg, Div Yield, P/E. Includes companies like Balfour Beatty, etc.

BUILDING, TIMBER, ROADS - Cont'd. Table with columns: 1968, Stock, Price, % Chg, Div Yield, P/E. Includes companies like Balfour Beatty, etc.

CHEMICALS, PLASTICS. Table with columns: 1968, Stock, Price, % Chg, Div Yield, P/E. Includes companies like ICI, etc.

DRAPERY AND STORES. Table with columns: 1968, Stock, Price, % Chg, Div Yield, P/E. Includes companies like Debenhams, etc.

BUILDING, TIMBER, ROADS. Table with columns: 1968, Stock, Price, % Chg, Div Yield, P/E. Includes companies like Balfour Beatty, etc.

ELECTRICALS. Table with columns: 1968, Stock, Price, % Chg, Div Yield, P/E. Includes companies like British Electric, etc.

ELECTRICALS. Table with columns: 1968, Stock, Price, % Chg, Div Yield, P/E. Includes companies like British Electric, etc.

ENGINEERING. Table with columns: 1968, Stock, Price, % Chg, Div Yield, P/E. Includes companies like British Aerospace, etc.

ENGINEERING - Cont'd. Table with columns: 1968, Stock, Price, % Chg, Div Yield, P/E. Includes companies like British Aerospace, etc.

ENGINEERING - Cont'd. Table with columns: 1968, Stock, Price, % Chg, Div Yield, P/E. Includes companies like British Aerospace, etc.

ENGINEERING. Table with columns: 1968, Stock, Price, % Chg, Div Yield, P/E. Includes companies like British Aerospace, etc.

INDUSTRIALS (Misc.) - Cont'd. Table with columns: 1968, Stock, Price, % Chg, Div Yield, P/E. Includes companies like ICI, etc.

INDUSTRIALS (Misc.) - Cont'd. Table with columns: 1968, Stock, Price, % Chg, Div Yield, P/E. Includes companies like ICI, etc.

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INDUSTRIALS (Misc.) - Cont'd. Table with columns: 1968, Stock, Price, % Chg, Div Yield, P/E. Includes companies like ICI, etc.

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LONDON SHARE SERVICE

LEISURE - Contd. Table listing various leisure companies with columns for stock price, high, low, and change.

PROPERTY. Table listing property-related companies with columns for stock price, high, low, and change.

TEXTILES - Contd. Table listing textile companies with columns for stock price, high, low, and change.

TRUSTS, FINANCE, LAND - Contd. Table listing trusts, finance, and land companies with columns for stock price, high, low, and change.

OIL AND GAS - Contd. Table listing oil and gas companies with columns for stock price, high, low, and change.

MINES - Contd. Table listing mining companies with columns for stock price, high, low, and change.

MOTORS, AIRCRAFT TRADES. Table listing motor and aircraft trade companies with columns for stock price, high, low, and change.

PROPERTY. Table listing property-related companies with columns for stock price, high, low, and change.

TEXTILES - Contd. Table listing textile companies with columns for stock price, high, low, and change.

TRUSTS, FINANCE, LAND - Contd. Table listing trusts, finance, and land companies with columns for stock price, high, low, and change.

OIL AND GAS - Contd. Table listing oil and gas companies with columns for stock price, high, low, and change.

MINES - Contd. Table listing mining companies with columns for stock price, high, low, and change.

NEWSPAPERS, PUBLISHERS. Table listing newspaper and publishing companies with columns for stock price, high, low, and change.

PROPERTY. Table listing property-related companies with columns for stock price, high, low, and change.

TEXTILES - Contd. Table listing textile companies with columns for stock price, high, low, and change.

TRUSTS, FINANCE, LAND - Contd. Table listing trusts, finance, and land companies with columns for stock price, high, low, and change.

OIL AND GAS - Contd. Table listing oil and gas companies with columns for stock price, high, low, and change.

MINES - Contd. Table listing mining companies with columns for stock price, high, low, and change.

PAPER, PRINTING, ADVERTISING. Table listing paper, printing, and advertising companies with columns for stock price, high, low, and change.

PROPERTY. Table listing property-related companies with columns for stock price, high, low, and change.

TEXTILES - Contd. Table listing textile companies with columns for stock price, high, low, and change.

TRUSTS, FINANCE, LAND - Contd. Table listing trusts, finance, and land companies with columns for stock price, high, low, and change.

OIL AND GAS - Contd. Table listing oil and gas companies with columns for stock price, high, low, and change.

MINES - Contd. Table listing mining companies with columns for stock price, high, low, and change.

SHIPPING. Table listing shipping companies with columns for stock price, high, low, and change.

PROPERTY. Table listing property-related companies with columns for stock price, high, low, and change.

TEXTILES - Contd. Table listing textile companies with columns for stock price, high, low, and change.

TRUSTS, FINANCE, LAND - Contd. Table listing trusts, finance, and land companies with columns for stock price, high, low, and change.

OIL AND GAS - Contd. Table listing oil and gas companies with columns for stock price, high, low, and change.

MINES - Contd. Table listing mining companies with columns for stock price, high, low, and change.

SHOES AND LEATHER. Table listing shoes and leather companies with columns for stock price, high, low, and change.

PROPERTY. Table listing property-related companies with columns for stock price, high, low, and change.

TEXTILES - Contd. Table listing textile companies with columns for stock price, high, low, and change.

TRUSTS, FINANCE, LAND - Contd. Table listing trusts, finance, and land companies with columns for stock price, high, low, and change.

OIL AND GAS - Contd. Table listing oil and gas companies with columns for stock price, high, low, and change.

MINES - Contd. Table listing mining companies with columns for stock price, high, low, and change.

NOTES. Stock Exchange dealing classifications are indicated to the right of security names. In Alpha, B, C, D, E, F, G, H, I, J, K, L, M, N, O, P, Q, R, S, T, U, V, W, X, Y, Z, AA, AB, AC, AD, AE, AF, AG, AH, AI, AJ, AK, AL, AM, AN, AO, AP, AQ, AR, AS, AT, AU, AV, AW, AX, AY, AZ, BA, BB, BC, BD, BE, BF, BG, BH, BI, BJ, BK, BL, BM, BN, BO, BP, BQ, BR, BS, BT, BU, BV, BW, BX, BY, BZ, CA, CB, CC, CD, CE, CF, CG, CH, CI, CJ, CK, CL, CM, CN, CO, CP, CQ, CR, CS, CT, CU, CV, CW, CX, CY, CZ, DA, DB, DC, DD, DE, DF, DG, DH, DI, DJ, DK, DL, DM, DN, DO, DP, DQ, DR, DS, DT, DU, DV, DW, DX, DY, DZ, EA, EB, EC, ED, EE, EF, EG, EH, EI, EJ, EK, EL, EM, EN, EO, EP, EQ, ER, ES, ET, EU, EV, EW, EX, EY, EZ, FA, FB, FC, FD, FE, FF, FG, FH, FI, FJ, FK, FL, FM, FN, FO, FP, FQ, FR, FS, FT, FU, FV, FW, FX, FY, FZ, GA, GB, GC, GD, GE, GF, GG, GH, GI, GJ, GK, GL, GM, GN, GO, GP, GQ, GR, GS, GT, GU, GV, GW, GX, GY, GZ, HA, HB, HC, HD, HE, HF, HG, HH, HI, HJ, HK, HL, HM, HN, HO, HP, HQ, HR, HS, HT, HU, HV, HW, HX, HY, HZ, IA, IB, IC, ID, IE, IF, IG, IH, II, IJ, IK, IL, IM, IN, IO, IP, IQ, IR, IS, IT, IU, IV, IW, IX, IY, IZ, JA, JB, JC, JD, JE, JF, JG, JH, JI, JJ, JK, JL, JM, JN, JO, JP, JQ, JR, JS, JT, JU, JV, JW, JX, JY, JZ, KA, KB, KC, KD, KE, KF, KG, KH, KI, KJ, KK, KL, KM, KN, KO, KP, KQ, KR, KS, KT, KU, KV, KW, KX, KY, KZ, LA, LB, LC, LD, LE, LF, LG, LH, LI, LJ, LK, LL, LM, LN, LO, LP, LQ, LR, LS, LT, LU, LV, LW, LX, LY, LZ, MA, MB, MC, MD, ME, MF, MG, MH, MI, MJ, MK, ML, MM, MN, MO, MP, MQ, MR, MS, MT, MU, MV, MW, MX, MY, MZ, NA, NB, NC, ND, NE, NF, NG, NH, NI, NJ, NK, NL, NM, NN, NO, NP, NQ, NR, NS, NT, NU, NV, NW, NX, NY, NZ, OA, OB, OC, OD, OE, OF, OG, OH, OI, OJ, OK, OL, OM, ON, OO, OP, OQ, OR, OS, OT, OU, OV, OW, OX, OY, OZ, PA, PB, PC, PD, PE, PF, PG, PH, PI, PJ, PK, PL, PM, PN, PO, PP, PQ, PR, PS, PT, PU, PV, PW, PX, PY, PZ, QA, QB, QC, QD, QE, QF, QG, QH, QI, QJ, QK, QL, QM, QN, QO, QP, QQ, QR, QS, QT, QU, QV, QW, QX, QY, QZ, RA, RB, RC, RD, RE, RF, RG, RH, RI, RJ, RK, RL, RM, RN, RO, RP, RQ, RR, RS, RT, RU, RV, RW, RX, RY, RZ, SA, SB, SC, SD, SE, SF, SG, SH, SI, SJ, SK, SL, SM, SN, SO, SP, SQ, SR, SS, ST, SU, SV, SW, SX, SY, SZ, TA, TB, TC, TD, TE, TF, TG, TH, TI, TJ, TK, TL, TM, TN, TO, TP, TQ, TR, TS, TT, TU, TV, TW, TX, TY, TZ, UA, UB, UC, UD, UE, UF, UG, UH, UI, UJ, UK, UL, UM, UN, UO, UP, UQ, UR, US, UT, UU, UV, UW, UX, UY, UZ, VA, VB, VC, VD, VE, VF, VG, VH, VI, VJ, VK, VL, VM, VN, VO, VP, VQ, VR, VS, VT, VU, VV, VW, VX, VY, VZ, WA, WB, WC, WD, WE, WF, WG, WH, WI, WJ, WK, WL, WM, WN, WO, WP, WQ, WR, WS, WT, WU, WV, WW, WX, WY, WZ, XA, XB, XC, XD, XE, XF, XG, XH, XI, XJ, XK, XL, XM, XN, XO, XP, XQ, XR, XS, XT, XU, XV, XW, XX, XY, XZ, YA, YB, YC, YD, YE, YF, YG, YH, YI, YJ, YK, YL, YM, YN, YO, YP, YQ, YR, YS, YT, YU, YV, YW, YX, YY, YZ, ZA, ZB, ZC, ZD, ZE, ZF, ZG, ZH, ZI, ZJ, ZK, ZL, ZM, ZN, ZO, ZP, ZQ, ZR, ZS, ZT, ZU, ZV, ZW, ZX, ZY, ZZ.

REGIONAL & IRISH STOCKS. Table listing regional and Irish stocks with columns for stock price, high, low, and change.

TRADITIONAL OPTIONS. Table listing traditional options with columns for stock price, high, low, and change.

PROPERTY. Table listing property-related companies with columns for stock price, high, low, and change.

MINES. Table listing mining companies with columns for stock price, high, low, and change.

A selection of options traded is given on the London Stock Exchange Report page. This service is available to every Company that is on the London Stock Exchange for a fee of £340 per annum for each security.

COMMODITIES AND AGRICULTURE

Coffee prices surge again on pact hopes

By David Blackwell

COFFEE PRICES surged again in London yesterday on continuing optimism that producers and consumers will be successful in sorting out their differences at the International Coffee Organisation talks.

Meanwhile delegates at the ICO talks continued to examine closely the two proposals for setting a total export quota. The US/West German plan envisages an initial quota of just over 60m bags (60 kg each), which would be cut in stages to push the price into the 120 to 140 cents a lb defence range.

Platinum supply tightness forecast

By Kenneth Gooding, Mining Correspondent

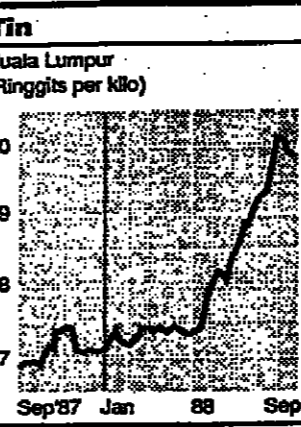
JOHNSON MATTHEY, which claims to be the world's largest refiner and supplier of platinum group metals, yesterday departed from its usual policy of not making long term supply and demand predictions.

Price rise poses dilemma for tin producers

Wong Sulong assesses the prospects for continued export control

THE MINISTERIAL meeting of the Association of Tin Producing Countries in the Nigerian capital of Abuja on October 24, will be confronting some delicate issues. It needs to find an acceptable level of exports that satisfies the increased production capacity of producers while sustaining the steady recovery of the commodity's price since it collapsed nearly three years ago because of the insolvency of the price-supporting International Tin Council.

association is faced with the sensitive problem of whether its supply rationalisation scheme can be effectively extended for a third successive year.



Nations in 1988 to keep its sales within 3,000 tonnes a year, but sold 5,000 tonnes in 1986 and 4,000 tonnes last year.

ATPC ministers are expected to sanction an increase in export quota to probably 110,000 tonnes. Brazil, which is reported to have built stocks of 17,000 tonnes, will be seeking ATPC approval for an export level of anything between 31,000 and 33,000 tonnes, while China could be planning for an export volume of 12,000 to 13,000 tonnes.

Australia in coal price battle

By Chris Sherwell in Sydney

AUSTRALIAN STEAMING coal exporters and Japanese power utilities have begun issuing threats and counter threats as their protracted negotiations over the pricing and quantities of this year's supplies enter a critical phase.

Against them is their need to maintain cash flows through orders from Japan and the weakening world oil price, both at a time when the Australian dollar is far stronger than last year against the US currency.

PERU HAS reached agreement with Occidental Petroleum Corporation to boost its jungle oil production by 20,000 barrels a day. Just enough to cut back current crude oil imports by early next year.

Left-wing politicians said that the United Left coalition, if it were elected in 1990, would rescind the contract. Mr Abel Salinas, who was Minister of Energy and Mines until appointed Finance Minister this month, said that the political threat had caused Shell to hold back.

Banking officials say even if another oil company shows interest, it would take at least six months to raise the money, especially if Peru falls in the efforts this week to reinstate itself with the international banking community.

Peru, at the same time as it stopped talks with Shell, reached agreement with Occidental Petroleum, the only other international oil company operating in Peru, on a \$60m project to boost production in northern jungle fields.

US output fell slightly last year with the most recent estimates putting output at 14.7m bales. Still, exports have slid and domestic stocks are expected to climb considerably - from 5.6m bales last year to 8.2m for 1988-89.

US attempts to reduce cotton stocks

By Nancy Dunne in Washington

THE US Agriculture Department, facing its highest cotton stocks in more than a decade, has made technical changes to its export subsidy programme to ease some of its surplus on to the world market.

WORLD COMMODITIES PRICES

LONDON MARKETS

Table of LONDON MARKETS prices including Aluminium, Spot Markets, and various oil products.

COCOA C/tonne

Table of COCOA C/tonne prices with columns for Close, Previous, High/Low.

COFFEE C/tonne

Table of COFFEE C/tonne prices with columns for Close, Previous, High/Low.

SUGAR (\$ per tonne)

Table of SUGAR (\$ per tonne) prices with columns for Raw, Close, Previous, High/Low.

White C/tonne

Table of White C/tonne prices with columns for Close, Previous, High/Low.

GAS OIL \$/tonne

Table of GAS OIL \$/tonne prices with columns for Close, Previous, High/Low.

GRAINS C/tonne

Table of GRAINS C/tonne prices with columns for Close, Previous, High/Low.

LONDON METAL EXCHANGE

Table of LONDON METAL EXCHANGE prices for various metals like Aluminium, Copper, Lead, etc.

POTATOES C/tonne

Table of POTATOES C/tonne prices with columns for Close, Previous, High/Low.

SOYABEAN MEAL C/tonne

Table of SOYABEAN MEAL C/tonne prices with columns for Close, Previous, High/Low.

WOOL

World wool markets continue to show strength. Clearances are good, and prices where changed tend firm. Similar strength is not evident in Bradford or in those of Europe.

LONDON BULLION MARKET

Table of LONDON BULLION MARKET prices for Gold, Silver, etc.

PLATINUM \$/tonne

Table of PLATINUM \$/tonne prices with columns for Close, Previous, High/Low.

SILVER \$/tonne

Table of SILVER \$/tonne prices with columns for Close, Previous, High/Low.

LONDON BULLION MARKET

Table of LONDON BULLION MARKET prices for Gold, Silver, etc.

LONDON BULLION MARKET

Table of LONDON BULLION MARKET prices for Gold, Silver, etc.

US MARKETS

TRADING WAS sluggish in the metal markets, reports Drexel Burnham Lambert. Gold and silver prices flirted around the unchanged level for most of the day.

NEW YORK

Table of NEW YORK market prices for Gold, Silver, etc.

NEW YORK

Table of NEW YORK market prices for Gold, Silver, etc.

CRUDE OIL (Light) 42,000 US galls/Barrel

Table of CRUDE OIL (Light) 42,000 US galls/Barrel prices with columns for Latest, Previous, High/Low.

HEATING OIL 42,000 US galls, combi/US galls

Table of HEATING OIL 42,000 US galls, combi/US galls prices with columns for Latest, Previous, High/Low.

COCOA 10 tonnes/tonne

Table of COCOA 10 tonnes/tonne prices with columns for Close, Previous, High/Low.

COFFEE "C" 37,500 lbs/cent/bales

Table of COFFEE "C" 37,500 lbs/cent/bales prices with columns for Close, Previous, High/Low.

SUGAR WORLD "11" 112,000 lbs/cent/bales

Table of SUGAR WORLD "11" 112,000 lbs/cent/bales prices with columns for Close, Previous, High/Low.

GOTTON 50,000 lbs/cent/bales

Table of GOTTON 50,000 lbs/cent/bales prices with columns for Close, Previous, High/Low.

ORANGE JUICE 15,000 lbs/cent/bales

Table of ORANGE JUICE 15,000 lbs/cent/bales prices with columns for Close, Previous, High/Low.

Chicago

Table of Chicago market prices for Soyabean, etc.

SOYABEAN OIL 60,000 lbs/cent/bales

Table of SOYABEAN OIL 60,000 lbs/cent/bales prices with columns for Close, Previous, High/Low.

MAIZE 5,000 bu/cent/bushel

Table of MAIZE 5,000 bu/cent/bushel prices with columns for Close, Previous, High/Low.

WHEAT 5,000 bu/cent/bushel

Table of WHEAT 5,000 bu/cent/bushel prices with columns for Close, Previous, High/Low.

LIVE CATTLE 40,000 lbs/cent/bales

Table of LIVE CATTLE 40,000 lbs/cent/bales prices with columns for Close, Previous, High/Low.

LIVE HOGS 30,000 lbs/cent/bales

Table of LIVE HOGS 30,000 lbs/cent/bales prices with columns for Close, Previous, High/Low.

PORK BELLIES 36,000 lbs/cent/bales

Table of PORK BELLIES 36,000 lbs/cent/bales prices with columns for Close, Previous, High/Low.

REUTERS (Base: September 18 1987 = 100)

Table of REUTERS (Base: September 18 1987 = 100) market prices.

DOW JONES (Base: Dec. 31 1974 = 100)

Table of DOW JONES (Base: Dec. 31 1974 = 100) market prices.

Handwritten signature or note at the bottom of the page.



4pm prices September 28

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table of stock prices with columns for stock symbols, prices, and changes. Includes various market indices and individual stock listings.

Rothmans The Original King Size advertisement featuring an image of a pack of cigarettes.

Continued on Page 45

NYSE COMPOSITE PRICES

OVER-THE-COUNTER

Nasdaq national market, 4pm prices September 28

Main table of NYSE Composite Prices listing various stocks with columns for High, Low, and Close prices.

Main table of Over-the-Counter prices listing various stocks with columns for High, Low, and Close prices.

AMEX COMPOSITE PRICES

Table of AMEX Composite Prices listing various stocks with columns for High, Low, and Close prices.

Table of AMEX Composite Prices listing various stocks with columns for High, Low, and Close prices.

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WORLD STOCK MARKETS

AMERICA

Dow's torpor continues in vicious circle of inactivity

Wall Street

A COMBINATION of factors is keeping the equity market in an extremely narrow range and depressing volume, writes Janet Bush in New York. The slump in activity has worsened this week, partly because there are few economic indicators to trigger any volatility or short-term plays in the market.

month, amid something of a superstitious belief that there will be a repeat performance. The uncertainties of a tight presidential race and the lack of clarity about the candidates' policies is also discouraging investment in stocks.

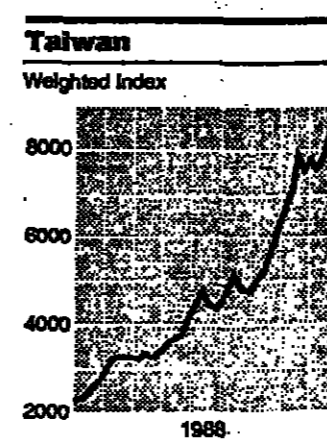
Genentech fell 1 1/2% to \$17 1/4 after the company said that its third quarter sales were expected to be down 20 per cent compared with the second quarter. Dexter was another company expecting disappointing results. Its shares dropped 1 1/2% to \$23 3/4 after it said its third quarter results were expected to be about break-even.

Taiwan tempers flare at cooling off move

Whither share prices now that a new tax is in the offing? John Elliott explores

Brokers on Taiwan's dramatically volatile stock exchange, which has risen by 27% per cent this year, return to business today in angry mood after a three-day holiday for the country's annual Moon festival and yesterday's birth anniversary of Confucius.

There is inevitable corruption by western standards in what is an unregulated market, fuelled by widespread insider trading, and a flood of illegal underground financial companies which offer investors interest rates as high as 4 per cent a month for funds that are then invested in the stock market.



Founding in 1982, the market made little progress until 1986 when the index hit 1,000 (1981=100), rocketing last year from 1,063 to a high of 4,673 on October 1 before falling back to 2,339 at the end of December. This year it passed 4,000 in April, 6,000 in July and 8,000 in August. In the 10 days' trading before last Saturday's close, it rose 1,200 points, sharpening fears that the bubble might soon burst.

There is inevitable corruption by western standards in what is an unregulated market, fuelled by widespread insider trading, and a flood of illegal underground financial companies which offer investors interest rates as high as 4 per cent a month for funds that are then invested in the stock market.

SOUTH AFRICA

THE FALL in the gold bullion price to below \$400 brought gold stocks down from their day's high in Johannesburg. Trading was again cautious but quiet.

ASIA PACIFIC

to close Y20 up at Y1.410. Property issues continued firm. Mitsui Real Estate added Y40 to Y2,670 and Mitsubishi Estate increased Y20 to Y2,370.

Taiwan

There is inevitable corruption by western standards in what is an unregulated market, fuelled by widespread insider trading, and a flood of illegal underground financial companies which offer investors interest rates as high as 4 per cent a month for funds that are then invested in the stock market.

Japan

ACTIVE buying by institutional investors at the start of the new fiscal term pushed share prices sharply higher in Tokyo yesterday, writes Michiko Nakamoto in Tokyo. The Nikkei average closed up 282.45 at 27,752.01 after rising steadily. The high was 27,813.99 and the low 27,588.94.

Institutions propel Nikkei higher

account deficit - at the higher end of market expectations at A\$1.89bn - failed to make an impact on sluggish trading. Among industrial stocks Elders IXL followed Tuesday's healthy profit figures with a 6 cent rise to A\$3.44.

EUROPE

Rumours excite France and Italy

SPECULATIVE trading pushed Paris and Milan on to centre stage in Europe yesterday, while Frankfurt and Brussels had a quiet day after their recent hurries of activity, writes our Markets Staff. PARIS had an exciting session dominated by building stock Bouygues. Rumours were flying, helping to take share prices higher and push volumes to more respectable levels.

budget - should stand a far better chance of passing through parliament relatively unchanged. Bid speculation gave trading a further boost, and by the close the Comit index was 8.02 points higher at 544.96, and the MIB index at a six-month high of 1,126.

Bain and Co of Australia, lost DM2 to DM511.60. There was good news on the earnings front and hints of further ventures in the insurance sector, given at an analysts presentation on Tuesday, but the stock did not respond.

Swiss index was just 0.1 higher at 4783. Blue chips were mixed, with Jacobs Suchard bearers gaining SFR15 to SFR7,725 as local investors switched into the stock out of second-liners. Ciba-Geigy was also in demand, the bearers rising SFR10 to SFR3,310, but Hoffmann-La Roche continued Tuesday's fall.

Chemical group Akzo jumped F1.10 to F1 1/4 after announcing plans to form a joint venture with South Korean company Kohap to build a plastics production facility. Takeover rumours sent insurer Stad Rotterdam F1 3/20 higher to F1 138.20, and other insurance stocks followed suit.

OSLO generally moved lower in light trading, as investors hung back in anticipation of next week's Budget. The oil index was hit by a fall by Norway's North Sea oil price. Norsk Hydro dropped NK2 to NK103.5.

TURNOVER remained low in the Asia Pacific markets, but Tokyo's rise and the reappearance of overseas investors in Singapore gave a much-needed boost to sentiment. AUSTRALIA showed no advance from Tuesday's position, with turnover virtually unchanged at 87.86m and the All Ordinaries index just 1.4 better at 1,546.2. Even the release of the August current

FT-ACTUARIES WORLD INDICES

Jointly compiled by the Financial Times, Goldman, Sachs & Co., and Wood Mackenzie & Co. Ltd., in conjunction with the Institute of Actuaries and the Faculty of Actuaries

Table with columns for National and Regional Markets, Wednesday September 28 1988, Tuesday September 27 1988, and Dollar Index. Rows list various countries and indices like Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Hong Kong, Ireland, Italy, Japan, Malaysia, Mexico, Netherlands, New Zealand, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, United Kingdom, USA, Europe, Pacific Basin, Euro-Pacific, North America, Europe Ex. UK, Pacific Ex. Japan, World Ex. US, World Ex. UK, World Ex. So. Afr., World Ex. Japan, and The World Index.

Advertisement for Ausimont N.V., Heuga Holding B.V., Pandel, Inc., and Interface, Inc. The ad includes the text 'The undersigned acted as financial advisor to Ausimont N.V. in this transaction.' and the logo for MORGAN STANLEY INTERNATIONAL dated September 19, 1988.

SECTION IV

# FINANCIAL TIMES SURVEY



The Government of Michel Rocard is likely to enjoy a honeymoon for a while, partly because

of the unexpected buoyancy of the French economy. But difficult challenges lie ahead in the medium-term, as Ian Richardson explains here.

## A significant turning point

FRANCE has passed a major watershed this year in its post-war history, with the re-election of François Mitterrand to the Presidency and the return of the Socialists to government. These two events are a watershed, even on the most prosaic reckoning, because they represent three firsts:

□ For the first time a President of France has been re-elected under the universal suffrage of the Fifth Republic.

□ For the first time in the 30-year history of that Republic, the Gaullist party has not merely suffered a humiliating defeat in the Presidential election, it has also lost its pre-eminent position as the largest right-wing grouping in the National Assembly.

□ And for the first time, a President of the Fifth Republic is short of an absolute majority in the National Assembly. By any measure, these three events are a trio of noteworthy landmarks.

So much is obvious. Less obvious is the real significance of these events, and of those that accompanied them during the increasingly hectic campaigns of the first six months of the year. At one level, one can explain the facts in neutral terms which lie on the surface

of events. In a campaign conducted much more in terms of personal appeal than policy divergences, François Mitterrand won re-election because he inspired more confidence than Jacques Chirac.

As a matter of political consistency, the voters who re-elected François Mitterrand to the Presidency, also returned the Socialist Party to government; but since Mitterrand had appealed so insistently for an opening to the centre, the voters failed to give the Socialist Party an absolute majority in parliament.

At another level, however, the visible sequence of events in the election battles seems also to have been a partial reflection of buried psychodramas in French society, whose violence took everybody, including the politicians, completely unaware.

In particular, the sudden break-through by Jean-Marie Le Pen, leader of the extreme right-wing National Front, seemed an abrupt warning that the dark side of recent French history could cast an unexpectedly black shadow.

Needless to say, this second dimension remains subject to widely varying interpretation, in the light of personal judg-



Prime Minister Michel Rocard (left) has waited a long time for his promotion. The voters who re-elected François Mitterrand (right) to the Presidency also returned the Socialist Party to government.



Picture by Henri Gaudier and Roger Taylor

# FRANCE

ment and preference. To judge by Le Pen's 13.4 per cent vote in the first round of the Presidential election, France has the disquieting distinction of having the largest extreme right-wing party in Europe; but the 9.65 per cent scored by his party in the first round of the general elections which followed, suggested to some people that the Le Pen phenomenon may have been overblown.

On the whole, respectable France has tended to prefer the second explanation, probably because it is less disturbing.

Yet as a matter of simple observation, this dark shadow is undoubtedly present in French society. For over 30 years, successive governments, of both left and right, have made prodigious efforts to create lasting structures of reconciliation with Germany, with the explicit argument that this would prevent any more wars in Europe.

But unexplicit nightmares are still abroad, to the effect that repeated wars with Ger-

many meant repeated defeats for France, and that behind the Gaullist legend of military victory in World War Two, and the Communist legend of heroic resistance, lies a period

of French history which remains deeply uncomfortable to a certain generation of Frenchmen.

By the same token, France is still adjusting to the retreat

from empire. Jean-Marie Le Pen's political career was inspired by the defeat of Dien Bien Phu and the loss of Algeria, and his rhetoric in this year's Presidential election campaign was primarily directed against Algerian and other immigrants.

It is symptomatic of this undigested colonial legacy, that the last convulsion of the election was marked by a bloody conflict between French soldiers and native Melanesians in a cave in New Caledonia, and that the most urgent priority for the incoming Rocard Government was the restoration of peace to the French Pacific territory.

Conversely, of course, the unexpected strength of the Le Pen factor was symptomatic of the failure of the respectable right-wing parties to capture their traditional share of the popular vote; and this failure was attributable in turn, first, to the fratricidal divisions between the traditional right-wing parties, and second, to

Political scene: a crisis on the right; key personality profiles. Pages 2-4.  
The economy: signs of buoyancy; evidence of expansion with rising exports and a boom in capital investment. Pages 4-5.

Financial deregulation: major reforms on the way. Page 5.  
Privatisation programme: the cracks go on. Page 6.  
Review of industrial sectors, including agriculture; telecommunications and transport. Pages 7-8

the loss of popular charisma of the Gaullist RPR party.

The divisions between the right-wing parties have a long history, going back over 150 years, and appear to be structurally entrenched in the sensibilities of the politicians and of their supporters.

What is new is the set-back to Jacques Chirac and to the RPR Gaullist party which he leads. Once upon a time, the Gaullist party was synonymous with the Fifth Republic. Its decline, which started in 1974, has now reached the critical point where its identity and even its future are in doubt. The question is: why?

As a child of its time, the Gaullist party was formed in the image of its eponymous hero; in different circumstances and with a different leader, its identity becomes more and more unpredictable. As time has passed, the Gaullists have abandoned most of their specific ideological baggage: fierce nationalism, defiance of the superpowers, faith in state dirigisme, and a strong streak of authoritarianism.

Instead, they have in the past three years embraced new and unfamiliar causes: European economic and financial integration, the co-operative defence of Europe, deregulation and economic liberalism.

It would not be surprising if such radical shifts were to disconcert the traditional voters; faced with a platform of rational utilitarianism, the party faithful still banker after their folk-memory of fervent populism.

The solution to the Gaullist problem remains elusive. Faced on the warm, traditionalist wing of the party, like Charles Pasqua and Philippe Seguin, yearn for a return to the springs of populism, in the belief that this would recover ground lost to the National Front. Those on the cool, intellectual wing, like Edouard Balladur, believe in extending the conversion of the party to economic liberalism, and the expansion of its constituency by links to other centre-right parties like the Republicans.

Yet the ideas of traditional Gaullism are out of tune with the requirements of the 1980s; a populist party calls for a charismatic hero to lead it, and Jacques Chirac does not fill the boots of Charles de Gaulle. That must be part of the ver-

dict of the 1988 elections. Jacques Chirac led the Gaullists and their conservative allies to victory over the socialists in 1986, but after two years in office he was still unable to make a convincing showing in the Presidential election.

One specific factor may have played a part in his defeat: allegations by the Socialists, and indeed by the centrist supporters of Mr Raymond Barre, that the government manipulated its privatisation programme, through the so-called hard-core shareholdings, to serve the interests of the RPR Gaullist party.

France has long been accustomed to the idea that the economic interventionism of the state is ubiquitous, and that the party in power controls the interventionist levers of the state; in that sense France accepts a political spoils system.

The Gaullist government seemed to carry this principle one stage further, however, since the hard-core shareholding system seemed designed to ensure Gaullist hands on the (privatised) levers of economic power even if the party were out of office.

The privatisation programme was immensely popular, at least until the stock market crash of October 1987 brought it to an abrupt halt, and it created 6m new shareholders. But the charge that the Gaullists were creating a state within the state ("L'Etat-RPR") may have hit home on election day.

In the event, the combined results of the presidential and general elections seemed to convey contradictory messages. François Mitterrand won his presidential victory by a crushing margin; but his Socialist Party fell short of an absolute majority in the National Assembly.

The right-wing opposition is in no state to muster a coherent challenge to the Government; yet the ambivalence within the ruling Socialist Party, between Social Democrats and Rocardians who seek the support of the Centrists and Barrists, and traditional socialists who still believe in the union with the Communists, promises an uncertain future.

This new uncertainty is less pronounced, however, than the

Continued on Page 5

### KEY FACTS

- Official title: The French Republic.
- Population: 55.39m.
- Area: 549,200 sq km.
- Currency, Franc (Fr) = 100 centimes.
- Exchange rate: Fr1 = \$3.36; £10.56
- Inflation, July, 1988, 2.7%
- GDP per capita, 1987: \$15,619
- GDP, 1987: Fr5,266.7bn.
- GDP growth average, 1974-84, 2.3%; in 1987, 2.2%.
- Trade: exports, 1987: Fr88.91bn.
- Imports, 1987: Fr949.81bn.
- Current account balance, 1987: Fr27.4bn.
- Unemployment: 10.2%

- Structure of trade, % of total; exports: Food, beverages, tobacco, 14.5. Crude materials, oils, fats, 2.9. Mineral fuels, 2.2. Chemicals and manufactured goods, 43.5. Machinery and transport equipment, 35.4.
- Structure of trade, % of total; imports: Food, beverages, tobacco, 10.6. Crude materials, oils, fats, 4.7. Mineral fuels, 10.7. Chemicals, manufactured items, 42.3. Machinery and transport equipment, 31.6.



Jerry Frizzell. One of the 18,000 inhabitants of Whitehorse, but an important one. He's the SKF distributor, servicing the mining industry of North West Canada.

## Whitehorse.

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FRANCE 2

Ian Davidson evaluates the longer-term outcome of the French elections

# A political crisis on the right

THE FRENCH presidential election of 1988 was entirely lacking in suspense beforehand, since the result seemed never to be in doubt - Francois Mitterrand was always going to win.

Yet like a brilliantly-crafted drama, the months of mounting inevitability during the long, long months of campaigning, managed to erupt in the election itself in a proliferation of surprises and reversals from which the country has still not recovered.

Similarly, the full significance of these events - an explosion of the ultra-right vote for Jean-Marie Le Pen; the collapse of support for the Communist candidate; the stunning scale of the defeat of Jacques Chirac, leader of the RPR - Gaullist party; and, finally, a general election which ousted the conservatives from power but failed to give the Socialists an absolute majority - has yet to be measured.

In the immediate aftermath of the presidential election and the rushed general election which followed hard on its heels, the shocks and surprises somewhat obscured the basic and long-expected fact of President Mitterrand's victory, and it is still hard to be sure which is more significant for the long term.

On both counts, however, it seems likely that the French political system has passed a turning point.

For months and months, at least as far back as the summer of 1987, it was clear from the opinion polls that President Francois Mitterrand would be re-elected if he chose to stand again.

He delayed his declaration until a month before the election, to the growing frustration of his conservative rivals; he duly led the field in the first round of voting; and inflicted a historic defeat on his Gaullist challenger in the second.

Thirty years earlier, Francois Mitterrand had bitterly denounced the constitution of the Fifth Republic introduced by Charles de Gaulle as a *coup d'etat permanent*; and yet he was the first socialist to be elected president of the Republic, and by the time he was re-elected he had come to incarnate the legitimacy and continuity of its constitution.

The inevitability of Mitterrand's victory rested on three factors: his personality and political style, the personality and political style of his opponents, and the antagonisms between the right-wing parties and their candidates.

Of these three factors, the

third was undoubtedly decisive. In contrast with 1981, when his policies had been deliberately sectarian, Francois Mitterrand had by 1988 become a pacifier and a compromiser, and he manifestly carried conviction when he professed an ambition to unify the French people.

Conversely, Jacques Chirac was a vigorous and uncompromising champion of the right, and if his thrusting energy commanded respect, his political principles sometimes seemed questionable.

By contrast, platforms and policies played a secondary role in a campaign which was distinguished, if not by a real consensus between left and right, at least by an apparent convergence of declared priorities and a studied evasion of serious political debate.

Mitterrand may have posed as the candidate of the centre-left, as it were, Raymond Barre as the candidate of the centre-right, and Jacques Chirac as the candidate of the right, but the agendas of all three showed an uncanny degree of overlap: the need to meet the challenge of the 1992 target for the single European market, the need for France to become more competitive, and fight inflation, the case for a stronger European monetary system, and the importance of an improvement in the French education and training system.

Francis Mitterrand did not deny his history as a socialist nor his continuing support for socialist ideals, but he did his best to establish a certain distance between himself and the Socialist Party. He needed to seek a broader national base of political support in the centre as well as on the left, and for that he needed to claim a position above party factionalism.

But in any case his own political ideas had also softened over the years. Long buried were the heady days of 1981 when, after 23 years in opposition, the Socialists swept to power with radical plans to change the world. Within three years their ambitions were beaten down by the confrontation with the harsh realities of the international economic system, and by 1988 the new watchwords were realism, moderation and consensus.

There were political differences between himself and his conservative opponents, of

course; Francois Mitterrand intended to restore a wealth tax; Jacques Chirac promised to press ahead with the programme of privatisation; Raymond Barre wished to introduce tax incentives for corporate investment.

But after 1988, the position was reversed: the Gaullists were seriously weakened by the resignation of their leader, whereas Francois Mitterrand began the long slow process of building up the Socialist Party as an alternative to the Com-

munist. By the time President Georges Pompidou died in 1974, this reversal of forces was starting to take its toll of the conservative parties. Jacques Chaban-Delmas, the Gaullist candidate for the presidency, was challenged and defeated by Valery Giscard d'Estaing of the centre-right Republican Party, with the disloyal help of Jacques Chirac, a rising star of the Gaullist party.

This scenario of division and betrayal on the right was played out again in 1981 by the same cast of characters, when Jacques Chirac ostentatiously declined to support Giscard d'Estaing to re-election, and thus helped Francois Mitter-

rand today; the Christian Democrats, the Republicans, and the Gaullists; and even if the historical continuity of the three traditions may sometimes seem a little far-fetched, the reality of the present-day antagonism between the various parties was amply confirmed in the 1988 presidential election campaign.

In the first place, the election was overshadowed by a challenger from the extreme right, Jean-Marie Le Pen, leader of the National Front, who seemed to have a good chance of scoring over 10 per cent.

Second, the mainstream conservative parties were once more unable to agree on a single candidate, and divided between Jacques Chirac, the Gaullist Prime Minister, and Raymond Barre, former Prime Minister and self-selected as an independent conservative.

At a superficial level, the public opinion polls regularly seemed to confirm the verdict of the 1986 general election, that there is a right-wing majority in France.

The two mainstream candidates would be likely to total about 40-42 between them in the first round of voting, and the addition of Le Pen's 10-11 per cent would take the right-wing total to over 50 per cent; whereas Francois Mitterrand would probably score not much more than about 35-37 per cent, while the addition of the 5-7 per cent predicted for the Communist candidate would leave the left-wing total well short of the half-way mark.

Just as consistently, however, the polls showed that Mitterrand would carry off a victory in the second round run-off, because of the splits in the right-wing vote. A significant proportion of Raymond Barre's supporters (perhaps a quarter) would refuse to vote for Jacques Chirac in a run-off against Mitterrand, and vice versa; and an even higher proportion of Le Pen's supporters would either abstain or even vote for Mitterrand.

This pattern remained remarkably stable over time, even though Jacques Chirac steadily overtook Raymond Barre as the leading challenger to Francois Mitterrand. In the event, the verdict of the election was even more harsh for the right.

In the first round, Jacques Chirac did indeed come ahead of Raymond Barre, but his score of under 20 per cent was much worse than expected; whereas Jean-Marie Le Pen on the extreme right made a shock breakthrough with over 14 per cent.

In the second round run-off, Jacques Chirac again scored well below forecast, with under 46 per cent, a defeat of historic proportions.

Chirac tried to explain away the disaster by blaming it on the whimsical consensus for the right of having two mainstream candidates, but the lessons of the shipwreck were more fundamental than that: the conservative half of the French political spectrum was in a state of systemic crisis which would be difficult to resolve.

And until the crisis was resolved, the right might well have to spend a considerable time in the desert, leaving the Socialist Party as the natural party of government.

The crisis of the right naturally falls into three separate parts: the Gaullist party; the various parties of the centre-right gathered under the UDF umbrella grouping; and the National Front. Of the three, the Gaullist crisis is pivotal, because of its ramifications for the UDF in the centre and the National Front on the extreme right.

The problem of the Gaullist party is that it no longer has a clear image or a stable constituency. For 30 years after the 1958-65 World War, the movement was a direct reflection of the personality of General de Gaulle: nationalist, populist and interventionist, but not automatically right-wing.

In the past five years, however, the party has abruptly shifted its public discourse away from nationalism and interventionism towards economic liberalism and support for European integration.

At the national level, the shift makes sense: amid the shifting uncertainties of the Gorbachev era and the third industrial revolution, nationalism is an unreliable basis for French policy. At an irrational level, however, the party has been unable to shake off the nostalgic folk memory of a muscular interventionist state under the charismatic leadership of a populist hero, and some of the old-timers of the Gaullist movement maintain that the solution to the crisis is to turn back the clock and rebuild the party the way it was before.

Continued on Page 4

■ THE FRENCH PRESIDENTIAL ELECTION: Round One, April 24, 1988.

- Electorate.....38.1m
- Votes cast.....31m
- Abstentions.....7.1m (18.6%)
- Candidates' votes percentages:
  - Mitterrand.....10.37, 34.08%
  - Chirac.....6.06m, 19.94%
  - Barre.....5.03m, 16.54%
  - Le Pen.....4.36m, 14.39%
  - Le Pen.....2.06m, 6.76%
  - Waechter.....1.15m, 3.76%
  - Juquin.....0.60m, 2.1%
  - Lagullier.....0.60m, 1.99%
  - Boussel.....117,000, 0.38%

■ PRESIDENTIAL ELECTION, Round Two, May 8, 1988:

- Electorate..... 38,168,869
- Votes..... 30,923,249; abstentions, 15.94%
- Mitterrand..... 16,704,278; 54.02%
- Chirac.....14,218,970; 45.98%

■ GENERAL ELECTION, Round One, June 5, 1988

- Electorate..... 37,945,582
- Votes.....24,432,095; abstentions, 34.26%
- Extreme Right.....0.36%
- PCF.....11.32%
- PS and allies.....37.55%
- Ecologists.....0.35%
- Regional.....0.07%
- UDF.....8.49%
- RPR.....19.18%
- Various Right.....2.85%
- National Front.....9.65%
- Extreme Right.....0.13%

■ GENERAL ELECTION, Round Two, June 12, 1988

- Electorate..... 30,045,772
- Votes, 20,303,575; abstentions, 30.11%
- Parties and seats
  - PCF..... 27
  - PS and allies.....275
  - RPR.....130

But none of these specific policy divergences was serious enough to swing the result. The decisive factors were the personal images of the contestants and, above all, the divisions on the right.

During the early years of the Fifth Republic, the Gaullists were consistently sustained in power partly by the charisma of Charles de Gaulle and partly by the impotence of a divided non-Communist left.

By the time President Georges Pompidou died in 1974, this reversal of forces was starting to take its toll of the conservative parties. Jacques Chaban-Delmas, the Gaullist candidate for the presidency, was challenged and defeated by Valery Giscard d'Estaing of the centre-right Republican Party, with the disloyal help of Jacques Chirac, a rising star of the Gaullist party.

UDF... 131, (of which Centrists, 41)

- Various Right..... 9
- National Front..... 1
- THE FRENCH GOVERNMENT, formed June 28, 1988
  - Prime Minister: Michel Rocard.
  - Ministers of State, (for parties, see footnotes, below):
    - Education, Lionel Jospin (PS).
    - Finance and Economics, Pierre Bérégovoy, (PS).
    - Equipment and Housing, Maurice Faure, (MRG)
    - Foreign Affairs, Roland Dumas, (PS).
  - Ministers:
    - Justice, Pierre Arpaillange.
    - Defence, Jean-Pierre Chevènement, (PS).
    - Interior, Pierre Joxe, (PS).
    - Industry, Roger Fauroux.
    - European Affairs, Edith Cresson, (PS).
    - Transport, Michel Delebarre, (PS).
    - Public Administration, Michel Durafour, (UDF-Radical).
    - Employment and Training, Jean-Pierre Soisson, (UDF-Republican).
    - Overseas development, Jacques Pelletier, (UDF).
    - Culture, Jacques Lang, (PS).
    - Overseas Territories, Louis Le Pensec, (PS).
    - Agriculture, Henri Nallet, (PS).
    - Post, Space, Paul Quilès, (PS).
    - Parliament, Jean Poperen, (PS).
    - Health; Government Spokesman, Claude Evrin, (PS).
    - Research, Hubert Curien.
    - Foreign Trade, Jean-Marie Rausch, (UDF).
    - Ministers Delegate: 10, including:
      - Budget, Michel Charasse, (PS).
      - Secretaries of State: 17, including:
        - Plan, Lionel Stoleru, (UDF).
    - Other leading Socialist Party figures:
      - Pierre Mauroy: First Secretary, Socialist Party.
      - Laurent Fabius: President of the National Assembly.

Footnotes: PS = Parti Socialiste; MRG = Mouvement des Radicaux de Gauche, close to PS; UDF = Union pour la Democratie Francaise, the centre-right umbrella grouping Radical, Republican = parties inside the UDF; \*non-party personality.

Ian Davidson



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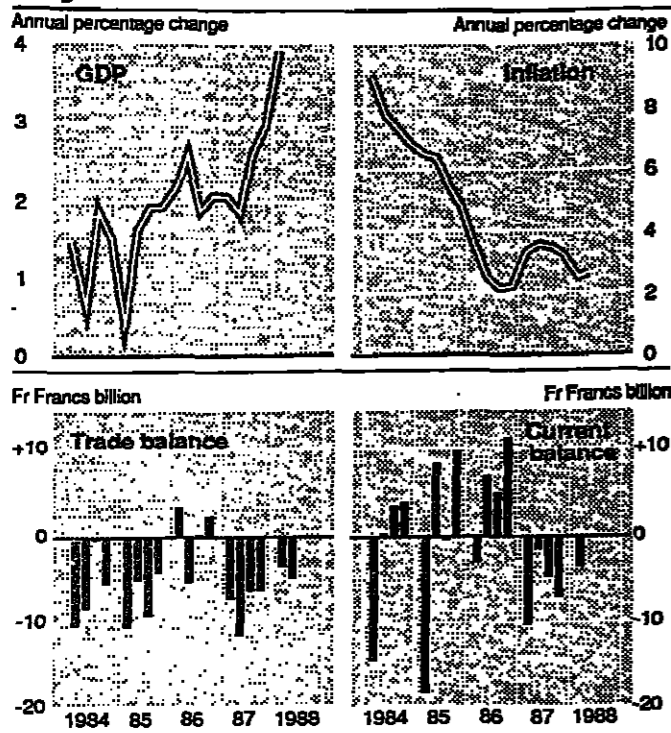
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FRANCE 4

THE ECONOMY

# Signs of buoyancy

Key statistics



THE FRENCH economy is sailing swanlike towards the end of 1988 with its best growth rates for a decade, with strong industrial investment and with the growth of its unit labour costs under control. The incoming Socialist Government has not only managed to maintain an image of economic orthodoxy, refusing to devalue the franc in the European Monetary System - and even managing to cut French interest rates while the West German Bundesbank was raising its rates - and keeping the same target for a reduced budget deficit as its right wing predecessor.

Like the swan, however, France has two legs paddling like mad under the surface in an effort to sustain this apparently buoyant superstructure. The two weak points of the economy remain its trade balance, in deficit since 1978, and unemployment, which has been rising consistently over the same period and seems likely to continue on this trend.

French industry has been losing market share in international export markets since the mid-1970s. Studies by the state statistical unit, Insee, estimate the loss at seven percentage points between 1974 and 1985. At the same time, import penetration of the French domestic market has increased, rising from 26 per cent in 1974 to 40 per cent in 1985.

**The Socialists are maintaining an image of economic orthodoxy**

Exports accelerated in the second half of 1987, taking advantage of the growth in world demand as they had failed to do for the two previous years, but although the increase continued into the first half of 1988 it is expected to flatten in the coming months as the growth in world demand slows.

Imports have also risen strongly over recent quarters, as strong industrial investment sucked in machinery and equipment from countries like West Germany and Italy. This factor may now be slowing down, and imports of consumer goods are also expected to slow, stabilising the rate of import penetration.

An analysis by Insee last year suggested part of the problem lay in the over-specialisation of French industries on up-market products, whose price tended to rise faster than average, and had abandoned the middle and bottom ends of their home markets, first to other European producers, mainly Italy, and then to the Mediterranean and South East Asian countries. France exports handbags, for example, at prices nearly dou-

ble those of its handbag imports, yet this leathergoods sector, conventionally viewed as one of the country's great successes with brands like Louis Vuitton, has seen a spectacular deterioration in its trade balance. In 1970, France exported more than twice as much as it imported in the leather sector, today it exports only half as much.

The Insee study put the blame for the loss of market share on a lack of productive investment. This falling has been partly redressed over the last four years, with productive investment in the competitive sector rising by 5.6 per cent in 1985, 6.4 per cent in 1986, 7.7 per cent in 1987 and a forecast 9.5 per cent this year.

But the effects of this new equipment on France's trade performance are expected to take some time to filter through. Over the period from 1980 to 1987 France's total gross fixed capital formation remained stagnant, compared with an increase of 15 per cent in Britain, 25 per cent in the US and nearly 35 per cent in Japan, so there is some catching up to do.

The picture appears more favourable in the current account of the balance of payments than in the foreign trade balance. Strong exports of services, and especially tourism receipts, have helped to halve the current account deficit so far this year.

The problem of unemployment seems likely to be more durable. Despite some improvement in the creation of jobs over the last year, the expansion of the population of working age will require a larger increase if unemployment is not to increase. The effect of special work and training schemes appears to reach a plateau.

The Observatoire Francais des Conjonctures Economiques, an economic research institute, estimates that France will need to create an average of 70,000 net new jobs a year simply in order to keep the unemployment rate around 10 per cent in 1990.

In the 1990s the demographic pressure will slacken slightly, but OFCE calculates that to reduce the unemployment rate to 7.5 per cent by the year 2000 would require the net creation of 103,000 new jobs a year, while a cut to 5 per cent would

need 147,000 new jobs a year. The problem thus appears graver in France than in West Germany, where the slackening of the birth rate means that even if no new jobs are created unemployment should fall below 5 per cent by 1990, or than in the UK or Italy.

Besides renewing some of the special work and training schemes of the last government, the new administration of Mr Michel Rocard has just announced a series of measures designed to boost the creation of jobs, especially by small companies.

These measures range from

a reduction in employers' social security contributions and a two-year holiday from these contributions for individual entrepreneurs hiring their first employee, to a reduction in the rate of corporation tax on reinvested profits, the extension of low interest loans to small businesses, and a five year exemption from corporation tax for new companies created between January next year and December 1993.

"It is not the state which hires, it is the companies," Mr Rocard said.

But the Government, besides attempting to reduce the

causes of unemployment, is also putting into effect a plan aimed at dealing with its effects: the "minimum insertion income" proposed by President Francois Mitterrand in his re-election manifesto earlier this year.

Similar to the UK's system of supplementary benefit, but with an additional element of work experience or training, the new minimum income is aimed to provide a safety net of FF2000 a month for perhaps 500,000 of France's poorest citizens.

George Graham



Michel Rocard: for long one of the nation's most popular politicians.

**Michel Rocard, Prime Minister**

At the age of 58, Michel Rocard has long been one of the most popular politicians with the general public in France, by virtue of an image of youth and candour, and a set of modernising values which place him firmly at the social-democratic end of the Socialist Party spectrum.

These same characteristics made him much less popular with the traditionalists of the party machine, not least because of his unapologetic ambition to challenge President Francois Mitterrand as the Socialist Party's standard-bearer in the Elysee Palace.

He was passed over for the prime ministership during President Mitterrand's first term in favour of two loyalist members of the Party, Pierre Mauroy and Laurent Fabius. But his hour has come with the election of President Mitterrand's new aim of building a broader and more consensual political base through an *ouverture* to the centre.

Despite the years of waiting, Michel Rocard still manages to project an image of youth and candour; President Mitterrand's second term will depend heavily on whether Michel Rocard can build a reliable majority in the National Assembly by putting into practice a more harmonious form of political debate.

If he fails, there will be no shortage of fellow-socialists ready to stab him in the back. Meanwhile, Laurent Fabius remains Rocard's leading rival



Lionel Jospin: his portfolio is a high priority for the new government.

**Lionel Jospin, Education Minister**

For the succession to Francois Mitterrand.

The son of a scientist, Michel Rocard was educated at the famous Lycee Louis-le-Grand, at the Sorbonne, and at the Centre d'Etudes des Programmes Economiques. Like many leading politicians in France, he started life as a high-flying civil servant - he is Inspector General des Finances - but he has been a political activist for over 35 years.

In 1983 he became national secretary of the student section of the SFIO, forerunner of the present Socialist Party, and later switched to the left-wing Parti Socialiste Unifie (PSU), reaching public eminence as national secretary in 1967.

In the face of the steady growth of the rejuvenated Parti Socialiste under Mitterrand's leadership after 1989, Rocard resigned from the PSU in 1974 and joined the PS.

Deputy for les Yvelines since 1978 and mayor of Conflans-Saint-Honorin since 1977, Michel Rocard was successively Minister for the Plan and for Agriculture during President Mitterrand's first term; he resigned in 1985, ostensibly in protest at the government's decision to switch the voting rules for the 1986 general election from majority voting to proportional representation.

Michel Rocard is only the second Protestant to become Prime Minister this century - the first was the Gaullist Maurice Couve de Murville - but a number of leading Socialist Party members are Protestant, including Lionel Jospin, Education Minister, Louis Mermaz, former president of the National Assembly and now



Pierre Bérégovoy: able to boast of a genuinely proletarian background.

**Pierre Bérégovoy, Finance Minister**

Mr Bérégovoy, aged 62, can claim at least two distinctions: he is one of the few leading figures in the Socialist Party to be able to boast of a genuinely proletarian background, and it was he (in his first tour of duty as Finance Minister, four years ago, during Francois Mitterrand's first presidency) who launched France on the path of economic liberalisation and deregulation, before the Chirac government came along in 1986 to make it fashionable.

He started his professional

life at the age of 16 as a machine-tool operator in the gas industry, and he was still employed by Gaz de France in 1978.

Like Michel Rocard, he became a leading member of the secretariat of the left-wing Parti Socialiste Unifie (PSU) from 1963 to 1967, but he was quicker to foresee the strength of the Socialist Party under Francois Mitterrand, which he joined in 1983.

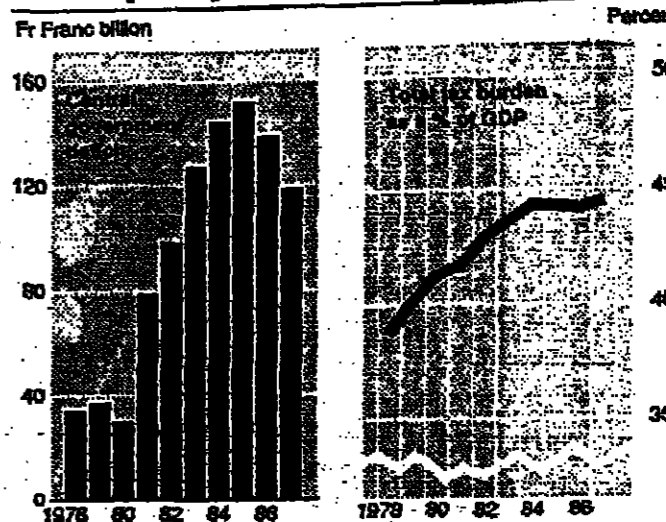
**Roland Dumas, Foreign Minister**

Unlike so many of his predecessors in recent years - technicians promoted out of the ranks of the diplomatic corps - Roland Dumas, aged 66, has been a politician in his own right for many years; he was first elected to the National Assembly in 1956.

On the other hand, he is more a man of influence than power, but since he owes his influence to his long-standing personal connections with Francois Mitterrand, for whom he has been a personal lawyer and political fixer, his influence under the present regime is considerable.

He has been an advocate at the Paris Court of Appeal since 1950. Elected a socialist deputy for the Dordogne in 1981, he

Fiscal policy



Wage restraint has been a crucial factor in French economic success in recent years.



Roland Dumas: a man of political influence and fluent in English.



Jean-Pierre Chevènement: brilliant but puzzling figure in the Socialist Party leadership.

**Jean-Pierre Chevènement, Defence Minister**

At the age of 49, Jean-Pierre Chevènement is one of the more brilliant as well as one of the more puzzling of the Socialist Party leadership.

His early career was founded on the classic cursus honorum: Sciences-Po in Paris with a degree in law and economics, a diploma in German from Vienna, Ecole Nationale d'Administration, and a short stint at the Finance Ministry.

He joined the Socialist Party in 1964, has been Deputy for Belfort since 1979, and held a series of important portfolios during Francois Mitterrand's first presidential term: Research and Technology, Industry, Education.

For many years he enjoyed a reputation as a left-wing *enfant terrible* of the party, most notably since taking over the leadership of the left-wing CERES think-tank in 1985; but, two years ago, CERES was renamed Socialisme et République, apparently marking a shift towards a form of socialist Gaullism. He claims to be delighted with the Defence portfolio.

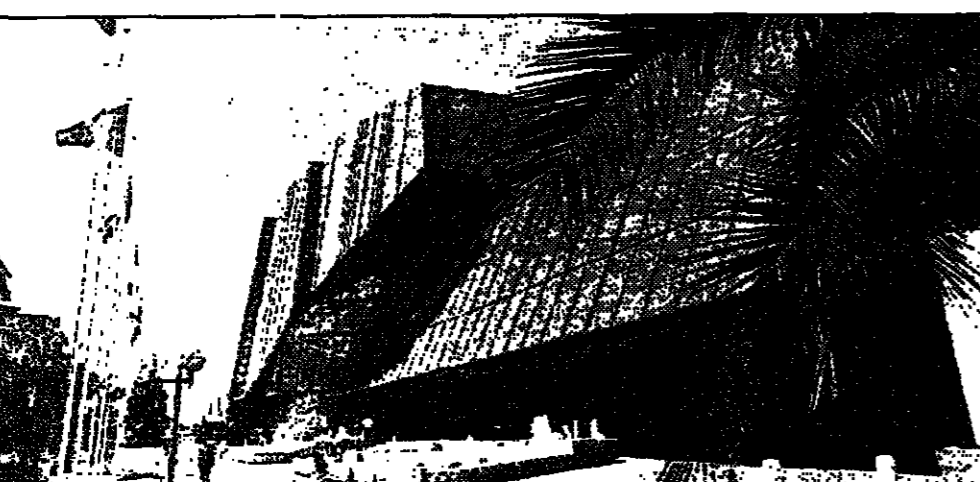
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Continued from page 2

The problem is that the RPR party lacks a leader with the popular charisma of de Gaulle, and the top echelons of the party are divided over the best way out of the dilemma.

Edouard Balladur, Finance Minister in the Chirac government and architect of the privatisation programme, has urged the enlargement and modernisation of the Gaullist party's political base by the creation of close links with other parties on the centre-right, starting with the Rempart Party.

Charles Pasqua, Interior Minister in the Chirac, believes the Gaullists must cling to its historical roots and rebuild on the old populist foundations.

In the aftermath of defeat Jacques Chirac showed no sign of being able to choose between these conflicting lines of advice; indeed, for three months after the presidential election he virtually disappeared from view, giving rise to widespread speculation that he had suffered a personal psychological blow from which he might not quickly recover.

Many leading members of the RPR began openly to argue that the party should become more democratic (i.e. less subject to the fiat of its leader), and a few began to hint that Chirac should step down.

Philippe Seguin, Social Affairs Minister in the Chirac government and a would-be reformer in the Gaullist movement, challenged Chirac's leadership by saying that "this party has other things to do and to say than simply organise the presidential candidacies of Jacques Chirac".

But it would not be easy for the RPR to be both more populist and more democratic, and while it could not easily resolve its problems under the leadership of a man so signally marked by defeat, he does not have a natural successor, and unless he were to step down voluntarily, it is hard to see how a successor could emerge.

## A crisis on the right

Since Jacques Chirac is relatively young - he is 55 - and in good physical health, the odds are that it is under his leadership that the political party will have to solve its problems.

By contrast with the RPR, the centre-right parties in the UDF emerged relatively well from the general election defeat, at least in theory. They lost fewer seats than the Gaullists, and for the first time outnumbered them in the National Assembly.

As a result, former President Giscard d'Estaing, founder of the Republican Party, seemed to entertain the hope of making a serious comeback on the political scene. The revival of the centre-right looked largely

**The debate continues over the Le Pen factor**

ephemeral and illusory, however, because the UDF could scarcely avoid coming apart under the opposing pulls of the Socialists and the Gaullists.

For the duration of the general election campaign, Valéry Giscard d'Estaing succeeded in holding the UDF together in an electoral alliance with the Gaullists.

Early were the results declared, however, that the union started to fragment. On the right, Francois Lottard, current leader of the Republican Party, renewed overtures of alliance with the Gaullist RPR party; in the centre, the Centre des Democraties Socialistes (CDS) laid down a marker of independence from its UDF allies by asserting the status of an autonomous party in the National Assembly. And a handful of Mr Barre's supporters responded to President Mitterrand's gestures of an "ouverture" to the centre by

accepting second-rank portfolios in the Rocard government.

Just how these contradictory pressures will play out remains to be seen after the political season returns to life, but it is already very hard to imagine the UDF holding together.

When Jean-Marie Le Pen asserted that his score of 14.4 per cent in the first round of the presidential elections was an "earthquake" on the French political scene, his claim echoed the sense of shock which ricocheted round the French establishment.

But when in the ensuing general election the National Front scored only 9.6 per cent, less than in 1986, respectable France heaved a sigh of relief, and most mainstream politicians decided the National Front was not after all a major threat to the system.

Yet amid the flux of contradictory interpretations, it seems likely that the Le Pen factor should still be taken seriously as one of the significant symptoms of the crisis of the right.

On the one hand, Mr Le Pen's remarkable score can be written off as the kind of risk-free protest vote which is liable to be encouraged by France's two-round voting system, but it is not to be taken too seriously, for the voters really had to choose their parliamentary representatives, the National Front did relatively poorly and only secured one deputy - and it was not Mr Le Pen.

The alternative view is that the Le Pen factor is a real warning of popular dissatisfaction with the political establishment, that this is a time-bomb, even if it has not yet exploded, and that an extreme right-wing vote of nearly 10 per cent is itself serious cause for concern.

On balance, it seems prudent to assume that the National Front phenomenon is one

aspect of a political crisis which particularly afflicts the French right, but which reflects on the rest of the political spectrum as well.

After all, the general election produced three symptoms of voters' dissatisfaction: a com-

binated vote by parties of extreme left and extreme right of over 20 per cent; an abstention rate of more than 30 per cent; and no clear parliamentary majority.

The most striking feature of the two election campaigns was the profundity of the crisis of the French right, but the over-all result gives the left no cause for complacency either.

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FRANCE 5

Rising exports and booming capital investment

Broad-based expansion

**Gross Domestic Product**  
FRANCE'S economic growth has depended for the last two years on domestic consumption, but if growth this year has started to accelerate rapidly, it has also been much more broadly-based.

Led by rising exports, and above all by booming capital investment, France's gross domestic product seems likely to expand by between 3 and 3.5 per cent in 1988, its most dynamic increase for ten years.

Like other international economic forecasters, the national statistical institute Insee and the French Finance Ministry both over-estimated the likely negative impact of last October's stock market crash on consumption.

Both have already revised upwards their projections for this year, but, with the economy growing by 1.2 per cent in the first quarter of 1988 and by

0.6 per cent in the second, even modest growth in the second half will give a result above their new forecasts.

**Inflation**  
Despite an acceleration over the last six months, French inflation remains moderate. The official budget target of 2.5 per cent inflation is likely to be exceeded, but so far the inflation gap between France and West Germany, closely watched by the Paris government, appears under control.

Prices for services are rising much faster, however, particularly rents which increased by 6.4 per cent in the 12 months to July. At the same time, pressure for wage increases appears to be building up as employees return to work after the summer holidays.

Wage restraint has been a crucial factor in French economic success over recent

years. Unit labour costs are estimated to have risen by 1.75 per cent last year, compared with 2.75 per cent in the rest of the OECD area, while the Paris-based economic organisation forecasts even slower rises this year and in 1989.

Demand from workers for an increase in their purchasing power could reverse this favourable trend, however. Household purchasing power has grown by less than 0.7 per cent a year over the last five years, and households' share in national income has dropped over the same period by 4 percentage points to 69.2 per cent of GDP - to the benefit of the

corporate and financial sector.

**Current account**  
Despite a modest improvement this year, France's foreign trade position remains a constraint on economic policy - enough so for the government to give up plans to lower Value Added Tax on hi-fi equipment for fear of encouraging imports.

The foreign trade deficit in the first seven months of the year reached FF14.8bn, compared with FF21.7bn in the same period a year earlier.

The deficit in manufactured goods persists, not helped by the strength of capital invest-

ment which led to a deficit of FF14.1bn in capital goods in the first seven months, while agricultural and food products, showing a trade surplus of FF22.9bn in the same period, helped to restore the balance.

A recovery in tourism receipts with a strong flow of visitors from West Germany, however, brought the current account of the balance of payments into a seasonally-adjusted surplus of FF2.7bn in the first four months of 1988, compared with a surplus of FF2.3bn in the same period of 1987.

**Unemployment**  
The Government had warned

that unemployment would rise over the summer as a number of training and special employment schemes introduced by the previous right-wing government expired.

Its warning has been borne out, with the unemployment rate rising to 10.4 per cent, after dipping to a low of 10.1 per cent in March.

The underlying rate of France's unemployment is likely to rise substantially in the years ahead for demographic reasons. One recent study forecasts an unemployment rate of 11.6 per cent by 1990, climbing to nearly 16 per cent by the turn of the century.

The new administration has renewed many of its special training schemes, and is also on the point of introducing a "minimum insertion income" - similar to the UK's supplementary benefit though including an element of training or work experience.

The minimum income, one of President Francois Mitterrand's principal campaign pledges, will cost about FF10bn and be financed mainly by a re-introduced wealth tax.

**Fiscal policy**  
Two years of the government of Mr Jacques Chirac brought France's central government deficit down from FF153.5bn in 1985 to FF120bn in 1987. This year will see a further FF10bn reduction in the deficit and the new government aims for a similar cut to a deficit of FF100bn in 1989.

Controlled spending and

healthy tax income over this period, plus the receipts from the privatisation programme, left room for about FF70bn of tax cuts, and the weight of central government taxation has fallen from a peak of 18.1 per cent of GDP in 1982 to 17.2 per cent in 1987.

At the same time, however, local taxes and social security contributions have risen, more than offsetting the central government tax cuts and taking the total fiscal pressure up from 42.8 per cent of GDP in 1982 to 44.7 per cent last year.

The new government's budget for 1989 aims for a 4.6 per cent increase in spending to FF1,130bn, with about FF10bn of tax cuts divided between reductions in VAT and a cut in the rate of corporation tax on re-invested income from 42 to 39 per cent.

George Graham

TWO YEARS out of office seem to have done little to take away Mr Pierre Bérégovoy's appetite for prodding Paris's financial establishment to leave its protective cocoon.

In his first spell as Finance Minister, between 1984 and 1986, Mr Bérégovoy began the process of financial reform and deregulation. His right wing successor, Mr Edouard Balladur, took the process several steps further.

On the return of the socialist administration in May this year, following the re-election of President Francois Mitterrand, Mr Bérégovoy found himself back at the Finance Ministry.

Financial market deregulation appears to be one of the sectors which still interests him, and with the freeing of capital movements within the European Community due in mid-1990, and the opening up of a single market in financial services in 1993, he has plenty of raw material with which to work.

The overhaul of the French financial sector during the 1980s has already been far-reaching. From a system dominated by bank lending, with both the quantity and the cost of credit tightly controlled by the Government, France has moved towards disintermediation, with companies increasingly financing themselves directly in the capital markets.

Three major and parallel reforms have been carried out:

- The opening up of the banking system.
- The development of long-term financing on the primary capital markets.
- The modification and modernisation of the secondary capital markets.

In the banking system, the most important step was the

progressive abolition of the *encadrement du crédit*, the system of quantitative credit controls which had been the main instrument of French monetary policy since 1972, and which finally died on January 1, 1987.

Simultaneously, the number and size of credit subsidies was gradually whittled away. Foreign banks noted with bewilderment that until 1984 there existed at least 54 separate channels for subsidised credit, and sighed with relief as these became obsolete.

The growth of long-term capital market issues was helped by the improving economic environment of the early 1980s, but was fostered by a number of structural changes in France.

In the first place, the state recreated the bond market by overhauling government borrowing practices. State bonds, issued by regular monthly auction, accounted for a total of FF224bn in issue at the end of 1987.

Secondly, the equity market obtained a new lease of life, thanks partly to innovations such as the creation of a second market for smaller companies, the revitalisation of some of France's regional stock exchanges, and the development of new equity instruments such as the non-voting certificates of investment, which enabled state sector companies to tap the markets.

Total new equity issues climbed from FF10.6bn, less than FF1bn of them listed on an exchange, in 1976, to FF143.7bn in 1986, with FF166.5bn of them listed.

In 1987 the trend fattened out, with FF156.9bn of new issues, but offerings have begun to pick up again after the lull provoked by the crash of October 1987.

The main victim of the rise of equity issues has been the savings banks, who saw savings bank deposits grow only slowly and then suffered a decline as the public turned to direct stock market investment with the advent of the privatisations.

Probably as important as either of these developments, however, was the modernisation of mutual fund legislation, with inducements for funds investing in domestic securities under the *Monory* law, named after the finance minister at the time of their introduction in 1978.

The *Sicavs*, or regulated mutual funds, controlled FF1028.5bn of assets at the end of August, compared with less than FF70bn at the end of 1981. More than half of these funds are invested in money market instruments, thus boosting the newly-fledged markets in commercial paper and certificates of deposit, or in monetary substitutes such as repurchase agreements and floating rate bonds, which have an impact on the bond market.

Funds totalling over FF128bn are, nevertheless, invested in French equities, even if France's mutual fund legislation still obliges them to maintain 90 per cent of their portfolios in bonds.

The modernisation of the secondary markets has played an essential role in attracting savings into both equity, bond and traded money market securities. State bonds have been removed from the stock

exchange monopoly, and are now traded by a network of market makers, principally the twelve designated primary dealers. They accounted for 73 per cent of total French bond market trading volume in the first six months of 1988.

The stock exchange itself has been reformed, with the entry of outside capital into the *agents de change* or brokers now permitted, and their closed shop, dating from Napoleonic times, due to disappear in 1992. Trading systems have been overhauled, with most major stocks now traded off the market floor through the electronic CAC screen system or, for larger sizes of order, through the block trading market.

The stock exchange's disastrous handling of its own reserve funds, resulting in losses of FF814m and the resignation of Mr Xavier Dupont

as exchange chairman, have helped to accelerate the process, by breaking down the opposition to change of the "old school" and making clear the urgency for introducing capital adequacy ratios applied to each individual broker firm, rather than continuing to rely on the market's traditional "solidarity."

New financial instruments have also been introduced, ranging from financial futures on the *Matif* market to the wide range of securities traded over the counter between banks, to which mortgage-backed securities appear likely to be added soon.

Mr Bérégovoy has already, in his four months in office so far, carried out some new measures aiming in the same direction. He has, for example, lowered the minimum amount of commercial paper that may be issued from FF5m to FF1m,

thereby intending to open the way for smaller companies to use this market, or at least to put pressure on their bankers for lower interest rates, and encouraged the stock exchange to step up the pace of its modernisation, bringing forward, for example, the date on which banks and other outside investors may take full control of broking firms.

The first phase of financial market reform was largely inspired and controlled by the finance ministry, led by men like Mr Daniel Lebeugue, then head of the Treasury and now joint managing director of Banque Nationale de Paris, Mr Philippe Jaffre, who was Mr Lebeugue's deputy and who is moving to the small investment bank Banque Stern, or Mr Jean-Charles Naouri, previously head of Mr Bérégovoy's private office and now with the Rothschild group.

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Mr Naouri, in a study of the process of financial deregulation, wondered whether the private sector would be able to take up the initiative of reform. With developments such as OMF, the independent market in stock index futures and options which is challenging the official *Matif* futures market, there are signs that the initiative may be seized.

The Finance Ministry will still have plenty to do. With the arrival of the single European market, the Government is expected to have to overhaul the complicated and diverse tax regimes which govern different sectors of the financial services industry.

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FINANCIAL DEREGULATION

Major reforms under way

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Foreign exchange dealers, above, buying and selling currencies at the Paris Bourse. The stock exchange itself has been reformed: the brokers' closed shop, which dates from Napoleonic times, is due to disappear in 1992.

**COMMUNICATING FOR THE FUTURE**

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**AIR FRANCE**

FRANCE 6

More than a quarter of French households were introduced to the stock exchange by privatisations, says George Graham

# Privatisation plans come to an end

THE WORD has come down from the Elysee Palace: no more privatisations, but make no attempt to roll back the privatisations carried out over the last two years.

"Let us allow the bubbling to calm down - the to-and-fro of nationalisations and privatisations cannot continue without doing some damage," said Mr Francois Mitterrand in his election programme, earlier this year.

The reality may be a little different, for the privatisation programme of Mr Jacques Chirac's right wing Government has modified the landscape. The new socialist administration has already shown that it was unwilling to leave the privatised companies alone, by intervening to create a shift in the control of the Havas advertising and communications group.

In addition, the companies remaining in the state sector want to compete on even terms with their privatised colleagues, and in particular to be able to raise capital in the markets.

Between St Gobain, the glassmaker listed in November 1986, and Matra, the defence and electronics company put on sale in January 1988, the Chirac government privatised 12 groups, comprising 29 of the 65 companies listed in the framework privatisation law of 1986.

On top of these, TFI, the leading television channel, was privatised, the central financial institution of the Credit Agricole banking group was "mutualised" by being sold off to its co-operative regional members, and the industrial financing

## Major privatisations in France to date

Company	St Gobain	Paribas	Credit Commercial de France	Compagnie Generale D'Electricite	Havas	Societe Generale	TFI	Suez	Matra
Date of privatisation	Nov 1986	Jan 1987	April 1987	May 1987	May 1987	June 1987	June 1987	Oct 1987	Jan 1988
Market capitalisation on July 29, 1988	F. Fr 25.95 bn	F. Fr 23.69 bn	F. Fr 4.98 bn	F. Fr 23.1 br	F. Fr 9.2 bn	F. Fr 19.41 bn	F. Fr 4.94bn	F. Fr 19.34 bn	F. Fr 3.7 bn
Individual subscribers in French public offer	1.54 m	3.81 m	1.55m	2.24m	730,000	2.3 m	416,000	n.l.	285,000
Main core shareholders	Generale des Eaux 8.2% Suez 4.9% BNP 4.3%	Total UAP 3% UAP 3%	MGF 5.6% La Suisse 5.0% CCE 4.5%	Soc. Generale 6.2% Gen. des Eaux 3.7% UAP 3.7% Soc. de Banque Suisse 3.7%	Canal Plus n.a. Lyonnaise des Eaux n.a. UAP n.a.	AGF 2% CCE 2% GAN 2% Rhône-Poulenc 2%	Bouygues 25%	UAP 4.5-5.0% St Gobain 4.5-5.0%	MMB 10% GEC 4% Daimler Benz 4%

group IDI was bought out by its employees, together with a group of institutional shareholders.

Finally, 138 companies moved into the private sector through the process of "respiration," designed principally to allow subsidiaries of larger nationalised groups to be sold off without infringing the law.

In all, companies worth a combined total of over FF120bn and employing more than 500,000 moved into the private sector. With the public offerings alone, the market capitalisation of the Paris Stock Exchange increased by the equivalent of 6 per cent of France's gross domestic product.

The privatisations introduced a quarter of French households to the stock exchange. The merchant bank,

Paribas, took the record with 3.81m individual subscribers at its flotation.

But the Chirac government was not able to carry out the clinching operations: the privatisations of the two remaining large commercial banks, BNP and Credit Lyonnais, and more importantly of the three state insurance groups, UAP, AGF and GAN.

These insurance companies, with their large equity holdings, would have completed the circle of "hard core" shareholders selected by Mr Chirac's Finance Minister, Mr Edouard Balladur, to protect the privatised companies from takeover.

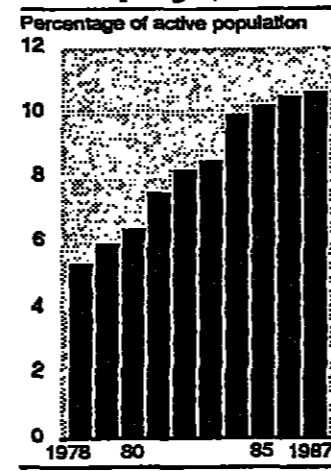
The "hard core" process attracted much criticism from the socialist party but also from centrist members of Mr Chirac's coalition. The new Government has not lived up

to its early promise to "explode" the cores, but it has begun to use the influence of the state insurance groups, present in the capital of many of the privatised companies, as well as encouraging the creation of a rival to the original hard core in Havas, with a group of shareholders led by the Canal Plus pay television station.

The "decorating" operations appear likely, however, to end up creating counterweights to the original hard cores rather than actually breaking up these cores, which have been criticised for restoring capitalism "a la francaise", with a network of crossed, triangular or cascading shareholdings, leading potentially to the entrenchment of an undynamic economic oligarchy.

The second major problem is

## Unemployment



where the companies which remain nationalised are to seek new capital. Although most state sector managers now say the government intervenes less in management and pay tribute to its modest demands for dividends, few believe that it will become more generous in providing capital.

The problem raised by the ending of the privatisation programme is two-fold. First, part of the proceeds of the privatisations was used to supply funding for state sector companies such as CDF Chimie or the nationalised steel industry. Secondly, companies are denied the access to the capital markets which their privatised competitors have not been slow to use.

The banking sector, which must comply with more stringent capital adequacy ratios by 1992, is particularly affected. Three of the four major priva-

tised banking groups have already launched large equity or convertible issues, but banks like BNP and Credit Lyonnais cannot easily follow suit.

State sector companies are agreed that certificates of investment, the non-voting stock issued up to a limit of 25 per cent of their equity by many state companies, are now an unattractive instrument. The Government appears for the moment to have no intention of allowing direct voting equity sales, not even if it retained majority control itself.

Rhone-Poulenc, the state chemicals group, issued in July FF15bn of perpetual debt swapped into capital through the purchase of zero coupon US Treasury bonds to be used eventually to repay the debt. The complicated formula

appears to be more suited to industrial companies than to banks.

Mr Rene Thomas, chairman of BNP, says that he remains in favour of converting his bank's outstanding CIs into ordinary shares, which implies a reduction in state control, and believes he will eventually have to call on external capital - "49 per cent of the capital in private hands seems to be the maximum that can be envisaged, and no-one envisages even that for the moment," he said.

For although Mr Pierre Bergey, the Finance Minister, has said he plans to adopt a flexible approach to the question, in the short term he is sticking by the letter of Mr Mitterrand's declaration: "no more privatisations."

THE PARIS Motor Show this autumn has turned into a celebration of the recovery and buoyant state of the French car industry.

Long one of the benchmarks of French industrial performance, the car industry has bounced back strongly into profit after some of the most sweeping restructuring to have ever been undertaken in French industry during the last few years.

The private Peugeot group, embracing the Peugeot and Citroen car marques, expects to report another sharp increase in its operating profits this year, although net income will probably be at around the same level as last year's FF 6.7bn profit.

But the private car group, which reported the biggest profit of any French enterprise last year, will be paying considerably more taxes this year since it can no longer offset in its accounts the losses of the past.

The Renault car group is also again operating very profitably after swimming in a sea of red ink a few years ago. The recovery of the state car group has been pursued by Mr Raymond Levy, its chairman, who was appointed by the Government after the tragic death of his predecessor, Mr Georges Besse, who was killed by terrorists two years ago.

The restructuring at Renault has involved a major job cut programme and the re-centring

of the group's activities around its core French and European car operations, including the sale last year of its American car interests.

Productivity increases, new models - the company is presenting its new medium-range Renault 19 at the Paris Show - and a strong revival of morale have all contributed to the success of the group's recovery strategy.

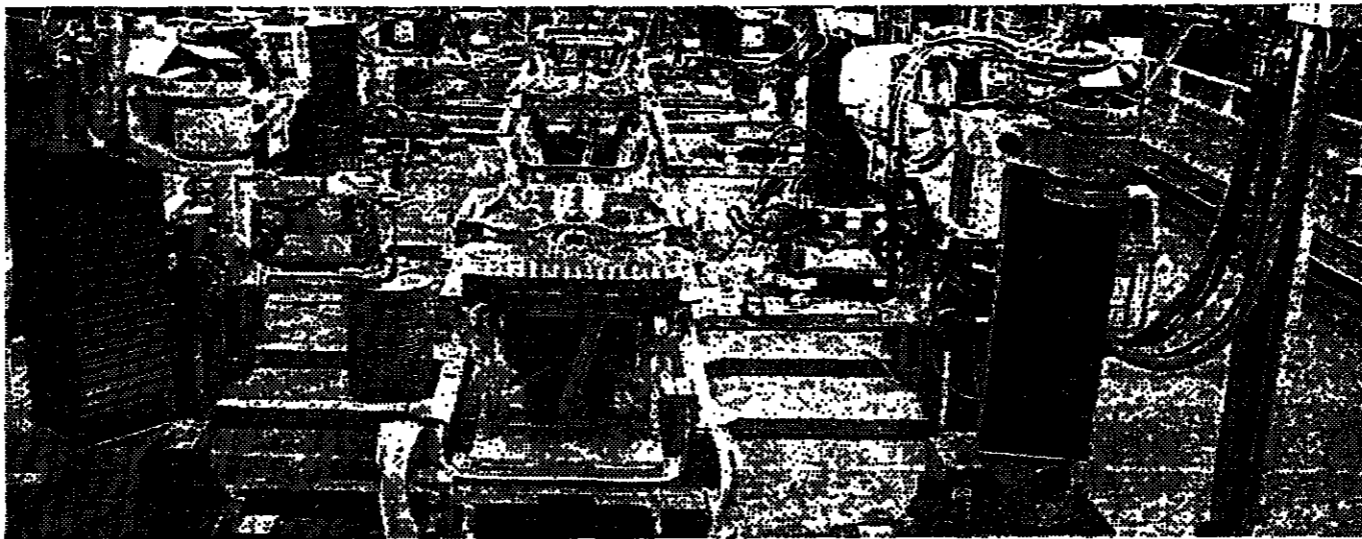
But if Renault is now operating comfortably in the black, it still faces some key unresolved problems, including the eventual change in the company's legal status and a recapitalisation of its balance sheet to wipe out the debt burden accumulated in its troubled past.

The issue of Renault's status remains a delicate question for the French government which appears at present reluctant to address it.

Following its nationalisation after the 1939-45 War, Renault was given a special and privileged status of a state *regie* like the Paris urban transport authority. A group with *regie* status benefits from the full guarantee of the state and thus can never go bankrupt, unlike a company with a normal corporate status even under state

The car industry has bounced back strongly into profit, says Paul Betts

# Restructuring programme pays off



Vehicle manufacturers are busily preparing for the single European market of 1992. Above: a robotised car assembly line.

control. This has been both a blessing and a curse for Renault. The special status meant that the group did not face the prospects of bankruptcy even when it was plunging into heavy loss.

But it also delayed the process of necessary readjustment

which had to be undertaken much earlier by the private Peugeot group, which at one stage also faced the threat of bankruptcy before successfully restructuring and recentering its activities.

But Mr Levy, Renault's chairman, is now keen to see the group's status changed to

enable Renault to operate as any other normal company. Mr Alain Madelin, the previous right-wing industry minister, had envisaged changing the status of the company at the same time as recapitalising the group's balance sheet, which still shows negative net worth as a result of the heavy accu-

mulated debts of the past. However, the new Socialist government appears reluctant to spark off a new political controversy over Renault's status at this stage, much to the frustration of the state car group.

This reflects how politically sensitive this issue is even though the pro-Communist

CGT union, always opposed to the change in status, has been seeing its influence decline inside the French state group, one of its traditional labour bastions.

The issue inevitably will have to be addressed at some stage - on the one hand to complete recapitalisation of the state car group, and on the other, to end the distortions caused by the presence of a big private group and another major state owned car producer with a special status.

In the meantime, the two companies are expected to consolidate an operating level through their strong recovery and performance of the last months.

Indeed, the French car market is expected to have an even better year this year than last with new registrations totalling more than 2.1m cars. French car industry sales in Europe have also continued to be sustained and the two French groups are actively involved in the renewal of their car ranges.

Peugeot's next year will unveil new top of the range

Citroen and Peugeot models after the launch this year of Renault's new medium-range car.

The French car manufacturers are also actively preparing for the forthcoming European single market. Mr Jacques Calvet, chairman of Peugeot, has been particularly eloquent in defending his group's position over new European car emission standards and Japanese imports to Europe and to the French market.

Mr Calvet, like the rest of the French industry, is insisting that Japanese cars manufactured in Europe must include at least 80 per cent of European local content to qualify as European-made cars. This is the French government's current position over the UK-manufactured cars by Nissan which the Japanese manufacturer wants to start exporting to France and other European markets this autumn.

The Government is also insisting on a similar level of European local content before agreeing to allow Subaru to build four-wheel drive cars in France.

The Japanese group is thus understood to be seeking French partners to supply it with components to enable it to clinch the necessary French government approval.

## Collaboration in aerospace projects

# Into a new era

EFFORTS BY the French Government to promote greater collaboration between the French aerospace industry and other European, and indeed American, aerospace manufacturers have been intensified during the past month.

The move reflects the concern of the French authorities to ensure that the country's aerospace industry - which together with the defence and nuclear industries have long been priority sectors in post-war France - continues to play a leading role in an increasingly turbulent world environment for aerospace companies.

The last few years have been particularly difficult for the military side of the French aerospace industry. The decline in oil prices coupled with the fall in the US dollar, have had a dramatic impact on France's traditional military export markets in the Middle East, as well as on helicopter sales for offshore oil operations.

The collapse in the military export market has been an especial blow for the famous French Avions Marcel Dassault-Breguet group, which traditionally has concentrated on the construction and sale of its military fighter jets. This has made it far more vulnerable than the other major French aerospace concern, the state-controlled Aerospatiale group.

Unlike Dassault, Aerospatiale, one of the main partners in the European Airbus consortium, has managed to offset the fall in the military business with encouraging sales prospects in its civil side with the recent successes of the Airbus consortium in winning new

orders, including orders in North America. Dassault has been forced to lay off workers and close plants for the first time in its long and distinguished history during the last 18 months. Moreover, the company has been caught up in a power struggle for control of the group following the death of its founder, Mr Marcel Dassault, two and a half years ago.

This power struggle pitched the former French right-wing Defence Minister, Mr Andre Giraud, against Mr Serge Dassault, son of the company's founder, who finally succeeded in establishing himself at the helm of the company as chairman.

Apart from the fall in its traditional export markets for Mirage jets, Dassault is facing an even more fundamental problem over the construction and development of the Rafale, France's fighter aircraft due to come into service in the mid-1990s.

Dassault's future is critically linked with the development of this new generation fighter jet which will compete against the rival European Fighter Aircraft project being developed between the UK, West Germany and probably Spain.

French government and aerospace officials, like other European aerospace officials, have blamed Dassault's traditional go-it-alone policies for blocking the possibility of a few years ago for a far broader European collaboration on a new generation fighter which might also have included France.

Instead, the decision to develop two rival fighters in Europe is widely seen as weakening Europe's competitive

position in this key sector against the Americans. Since Mr Serge Dassault has taken over as chairman of Dassault, he has increased efforts to find partners to collaborate in the Rafale programme, which was given the official go-ahead by the former right-wing French government earlier this year. The new Socialist government is also anxious to help Dassault find new European partners for the project.

Mr Jean-Pierre Chevènement, the new Defence Minister, was recently lobbying the Spanish authorities to participate in the Rafale project rather than in the rival European Fighter Aircraft.

Indeed, Mr Michel Rocard, the Socialist prime minister, is understood to have decided to involve himself directly in these efforts to find European partners for the Rafale. Aerospatiale has also been hit by the decline in the US currency and stagnant military export markets, which have had repercussions on its helicopter and missile activities. But in contrast it has been boosted by the improving prospects of both its civil aerospace business and its space operations.

The success of the European space rocket Ariane and the new satellite programmes in which the French group is closely involved have opened what France sees as a new industrial era for the French and European space industry.

On the civil side, Aerospatiale has been encouraged by Airbus successes in winning new orders for its new A-330 and the launch of the A-330

Continued on Page 7

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FRANCE 7

Bridget Bloom examines the plight of the EC's premier agricultural producer and exporter

# Farmers face big adjustments

FRENCH AGRICULTURE is facing its biggest challenge for 25 years - that seems increasingly to be the view of government and farming officials in France as the country attempts to come to terms with the changing face of farming in the late 1980s.

All the European Community's member-states are feeling the pinch as the so-called stabilising measures - introduced by EC leaders last February to curb spiralling farm spending - begin to bite. But France arguably faces the most difficult problem of adjustment over the next few years, for one overriding reason: the country still has seven per cent of its active working population engaged in farming, but if it is to maintain its role as the Community's premier agricultural producer and exporter, officials believe that as many as half may have to leave full-time farming over the next decade.

One recent study estimates that the numbers of full-time farmers could fall to around 250,000 compared to today's 700,000, while some 5-6m hectares of France's 30m hectares of agricultural land could be in serious danger of "desertification" as farmers leave it. As one senior official put it, "this could mean the sort of restructuring of the countryside and rural life which goes far beyond anything which we have seen in Europe in this century."

Not surprisingly, the situation is one which is preoccupying the new Socialist Agriculture Minister, Henri Nallet, and his officials.

The impending crisis which these estimates, published in 1986, portend has not suddenly been discovered. But partly because of the preoccupation of the French agricultural establishment with negotiating last February's reforms to the common agricultural policy and coping with the reaction of farmers to this settlement; and partly because of the previous conservative government's desire not to prejudice last May's election, the longer-term problems are only now becoming a matter of public debate.

As one of Mr Nallet's closest advisers put it earlier this month: "We now have the right to talk about these problems for the first time." It seems, however, that the debate about possible solutions has only just begun. The background to the potential crisis is part demographic, part cultural and part economic. Well over half of France's farmers



Harvest time (left); the cereal harvest was good this year. Right: an elderly citizeness of the small town of Nodron in southern Limousin, central France, gathers fodder for her animals. Half of the country's 700,000 farmers are over 50 years of age, many without actual or willing successors. The number of farmers could decline to 250,000 within 10 years.



are over 50; many would retire over the next decade in any case, while many have no actual or willing successors. But their exodus seems certain to be hastened because the viability of the smaller and more marginal farms, in particular, (average farm-size in France is still under 30 hectares) is being increasingly affected by reforms of the common agricultural policy. It is too early to tell the precise effect of the February reforms, if only because the package agreed by EC leaders is designed to last four years. Essentially it sets limits to the production of supported commodities which, when exceeded, trigger price reductions to farmers, generally in the subsequent season. French officials calculate that across the board the package will mean real price reductions of between 10-14 per cent over the next three years or so, a figure which must be added

to a ten per cent decline over the past four years. Farmers throughout France are beginning to feel the pinch, despite a good cereal harvest. (This could help the EC as a whole exceed the production limit for cereals of 150m tonnes, thus triggering price reductions next year.) However, those at risk include farmers on poorer land, and those on better land who borrowed heavily to fund expansion in the palmier days of the late 1970s and early 1980s. They are already finding margins severely squeezed. Farmers most at risk of leaving farming altogether paradoxically appear not to be those in the most mountainous areas, where the CAP provides important, part social support but those in more marginal regions like the periphery of the Massif Central or in marginal areas of the agriculturally poorer west of the country. On the other hand, however,

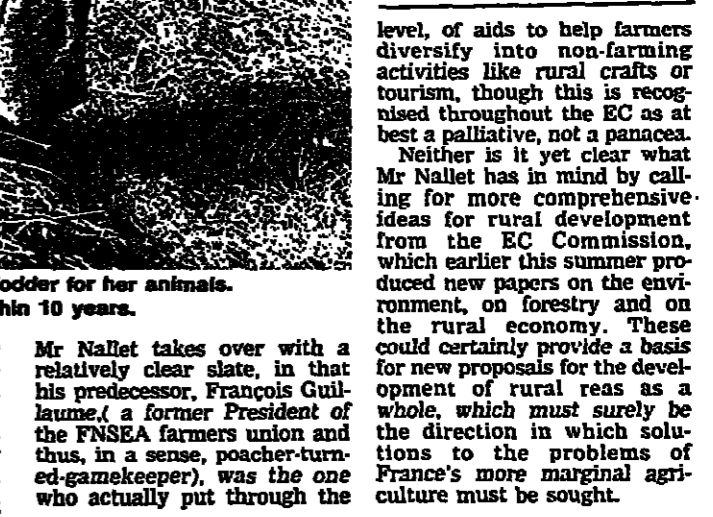
much-needed structural reform of French farming, which could increase the efficiency of the important numbers of farmers who remain on the land, as well as make French farming more competitive in the run up to the single European market in 1992, is being inhibited by what one senior official terms the cultural factor. French agriculture has traditionally been highly protected, and subject to centralised controls ranging from high land taxes to rules limiting farm size and credit. These elements have lived on for the last 30 years within the almost equally protectionist womb of the CAP and have broadly served French interests well. France's richer farming areas, like the Paris Basin where cereal farmers are among the world's most efficient, have been beneficiaries of French and CAP protectionism. But domestic controls are now, officials believe, impeding

progress, whether it be the creation of larger, more efficient farms or the competitiveness of French farm products within the enlarged EC and in wider world markets. Mr Nallet has been Agriculture minister for a bare four months. An agricultural economist by training, he has come late to politics, and although he was briefly minister of agriculture in the mid-1980s, he is apparently not a man who believes easy or rapid solutions to the impending farm crisis are possible. So far, he has publicly called for a halt to CAP reform while farmers digest its consequences (this is happening anyway, since few member-states have the stomach for any more reform just now) and for a more coherent programme for rural development, as distinct from purely agricultural measures, from the Commission in Brussels. According to close advisers, Mr Nallet would like to agree with France's powerful farmers organisations' concerning

far-reaching reform of the country's protectionist structures. These would range from the substantial reduction in taxes now imposed on farmers and their land (which can for example amount to more than 5 per cent of the value of a tonne of wheat); to the laws of "cumul" which limit the size of farms and regulate who may exercise the profession of farmer as well as to those which limit access of the important cooperative sector to financial markets. The minister is believed to be disappointed so far at the major unions' conservative, foot-dragging reaction, which is said to compare unfavourably with their leading role in easing the transition to EC membership 30 years ago. Mr Nallet, and the Socialist Government behind him, have yet to reveal their hand publicly on the way they hope to cope with the broader social and political problems which could arise from the threatened large scale exodus from the land over the next decade.

unpopular February reforms. France is some way behind Britain in applying many of the measures which have been devised in Brussels to soften the blow of the CAP reforms. It has been dragging its feet on the scheme to pay farmers to set aside land from arable production, while it has no equivalent scheme to that being run experimentally in Britain for more environmentally sensitive - and thus less intensive - farming. France has taken some advantage of schemes to pension farmers off early, but, like Britain, is not keen on the payment of controversial direct income aids to farmers, principally on the grounds that this could "freeze" small sized, inefficient farms. Some use has been made, mainly at regional

level, of aids to help farmers diversify into non-farming activities like rural crafts or tourism, though this is recognised throughout the EC as at best a palliative, not a panacea. Neither is it yet clear what Mr Nallet has in mind by calling for more comprehensive ideas for rural development from the EC Commission, which earlier this summer produced new papers on the environment, on forestry and on the rural economy. These could certainly provide a basis for new proposals for the development of rural areas as a whole, which must surely be the direction in which solutions to the problems of France's more marginal agriculture must be sought.



## Collaboration in aerospace projects

Continued from facing page: and A-340 Airbus programme. Airbus now expects to gain more than 30 per cent of the market for new civil aircraft between now and the year 2000.

Aerospatiale, which has adopted an active collaboration policy with other major European partners in both its defence and civil activities, is now also increasingly keen to forge transatlantic collaboration.

It is particularly favourable to eventual collaboration between Airbus and McDonnell Douglas of the US. Aerospatiale believes that collaboration with McDonnell Douglas would enable Airbus and McDonnell to compete against Boeing's long-term ambitions to monopolise the civil aircraft market.

The French group is now also lobbying hard to develop broad international collaboration on new generation supersonic and hypersonic aircraft.

Paul Betts

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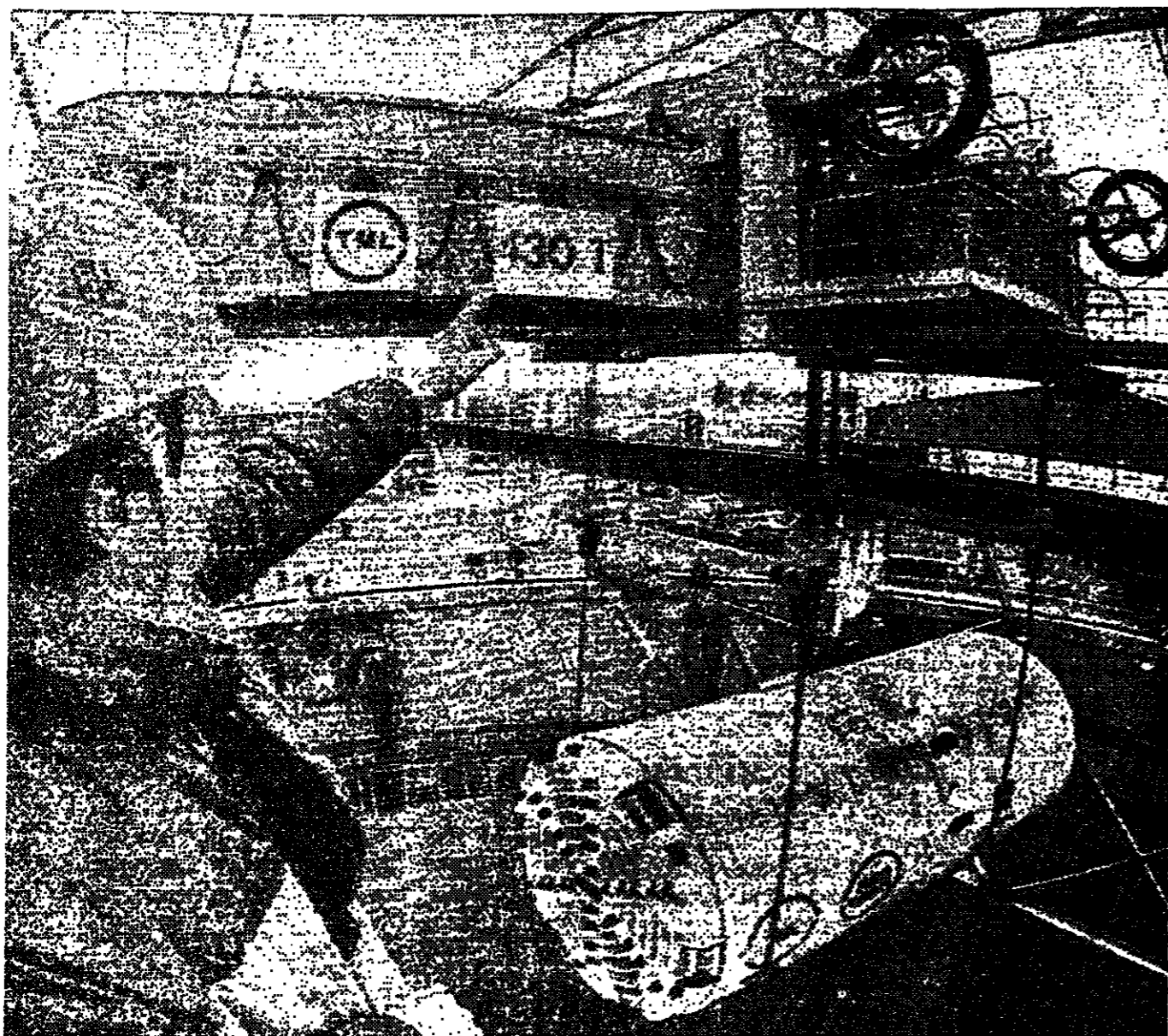
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## FRANCE 8



Channel Tunnel work: a French engineer signals to a gantry to lower heavy rock-boring equipment into the Sangatte site well in France for excavation of the 'Chunnel' underground cross-Channel link between France and Britain.

## France aims to lead the way in the new European rail system

## High-speed network planned

WITH ITS new high-speed trains, the Trains à Grande Vitesse (TGV), France expects to play a dominant role in the revival of railways in Europe in the coming years.

The increasing problems of European air traffic as a result of the congestion of European air space has made improved high-speed train technology increasingly attractive. And France, which has already developed a network of high-speed trains, is now pressing hard to encourage the construction of networks linking major European capitals by such trains.

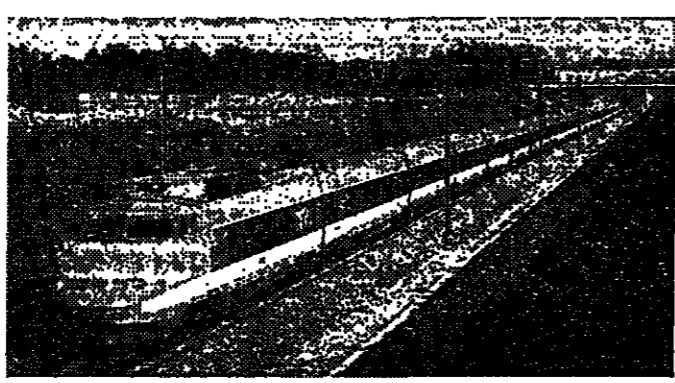
The TGV services linking Paris to Lyon and now also Marseille and Nice in the south and Grenoble in the east, have already had a major impact on French transport habits.

The TGV service has especially hit domestic air travel between Paris and Lyon and forced Air Inter, the domestic airline, to consider expanding outside France to develop new markets to meet the twin challenge of airline deregulation and the development of high-speed trains.

The French government has now launched an ambitious new programme known as the TGV Atlantique to build a high-speed train network linking Paris and western France and eventually Spain.

Work has already started on this project, which will be followed by an even more ambitious programme to build a high-speed network linking Paris to London through the Channel Tunnel as well as Brussels and eventually Amsterdam and Cologne.

Indeed, both the Eurotunnel consortium and the French government have long argued that a high-speed train service between London and Paris will become one of the key factors to ensure the success of the Channel Tunnel, due to open in 1993. At the same time, the service passing through the new tunnel will form part of a



New French trains: leading a revival of European railways.

much broader future European fast rail system which is likely to have important implications for travel in the future in Europe.

The Government's commitment to the development of high-speed rail transport has also acted as a major support for the French railway manufacturing industry which is now concentrated around the Alstom group, the heavy engineering subsidiary of the privatised Compagnie Generale d'Electricite (CGE).

This year, Alstom absorbed the railway activities of the private French Jeumont-Schneider group and is also taking control of the railway operations of Belgium's Ateliers de Construction Electromecanique de Charleroi (ACEC). These operations have turned Alstom into the world's biggest producer of railway equipment.

Alstom is currently building 55 trainsets for the TGV Atlantique which will service western France at speeds of 300 km/h, starting in 1992.

Alstom is also expecting to play a significant role in providing the rolling stock requirements for the TGV Nord which will service the Channel Tunnel and Belgium. These requirements are estimated at more than 160 trainsets of which Alstom currently expects to build about

100.

The French group is also actively seeking to promote the development of the TGV technology outside Europe, especially in the North American continent. For this reason, it recently joined forces with Bombardier, the Canadian group which is the leading North American company in this market, to promote the

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development of the TGV technology outside Europe, especially in the North American continent. For this reason, it recently joined forces with Bombardier, the Canadian group which is the leading North American company in this market, to promote the

TGV in North America.

In Europe, Alstom is hoping to clinch a huge contract for the renewal of the Spanish railways against stiff Japanese and West German competition.

France has also continued to make important technological inroads in the field of urban transport. Matra, the French diversified electronics group, has won an increasing number of export contracts to supply its new VAL automated urban transport railway network which it is already supplying to a number of French cities.

Chicago's O'Hare Airport and Taiwan are both planning to adopt the VAL system and other cities in the US are looking at the Matra technology.

But though France is at the forefront of railway and transport technology, the French state railways system SNCF also continues to pose a major dilemma for the Government. Apart from a series of rail accidents which have raised once

again the question of improving safety, the SNCF must now face major restructuring with the reduction of about 10,000 jobs a year and the target of returning in the black next year.

At the same time, the SNCF and its recently-appointed new chairman, Mr Jacques Fourrier, also must address the key issue of adapting the company to the requirement of modern and high-speed rail travel with all the implications this will have on existing labour regulations and contracts.

Airline transport too faces major challenges in France in coming years. Already the process of airline deregulation is beginning to hit on the national airline Air France, the private French long-haul carrier UTA and the domestic airline Air Inter.

All three want to develop new services to enhance their competitive position in the new deregulated airline environment with UTA wanting to extend its flights to the US much to the objection of Air France and Air Inter starting to offer services outside the national territory.

## Link-up between the space and telecommunication industries

## Forging new alliances in technology

THE telecommunications industry in France - a strategic industrial sector in which France has made a number of technological breakthroughs - has been caught by the growing tide of deregulation and telecommunications liberalisation.

But while acknowledging that this process of deregulation cannot be halted, the new minority Socialist government has adopted from the very start an extremely cautious approach to the deregulation of French telecommunications.

In sharp contrast to the previous right-wing government's zealous commitment to deregulation and liberalisation of telecommunications, Mr Paul Quilès, the Socialist Telecommunications Minister, has made it clear that his priority would be to strengthen and modernise France's public telecommunications services.

Although the new government does not plan to cancel the decisions of the previous conservative administration to open up to competition some sectors of French telecommunications such as value-added voice and data networks, Mr Quilès said in his first major policy speech that he would be very careful before liberalising new areas.

It was to avoid the risk of undermining the sector and the quality of service as well as weakening France's interna-

tional competitive position in this sector.

Indeed, he argued that it was important to reinforce France's competitiveness in telecommunications by strengthening and modernising the public service.

France is now seeking to capitalise on many of the important technological developments of its telecommunications industry, including the increasingly successful and widely-used Minitel videotext terminal, its electronic directory, car telephones and other enhanced telecommunications services.

The French telecommunications authority, renamed France Telecom 12 months ago, is already planning to set up with the German Bundespost a joint subsidiary to offer new value-added telecommunications services as part of general efforts to develop stronger bilateral and multilateral ties with other telecommunications authorities and operators.

In parallel, the French telecommunications equipment manufacturers have also been engaged in major rationalisation and development programmes involving significant international alliances; and in the case of Alcatel, the Compagnie Generale d'Electricite (CGE) telecommunications subsidiary, the landmark acquisition of ITT's telecommunications assets.

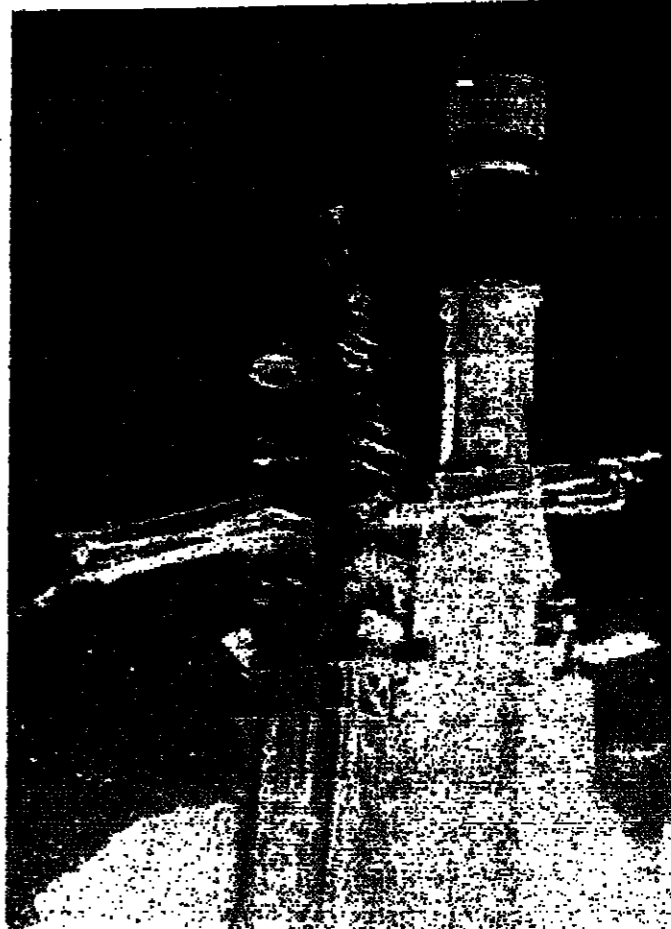
The new Socialist government has also linked the strategic French space industry with the telecommunications industry. The move in part reflects the increasing role of satellite transmission but also the beginning of industrialisation on a broad scale of the European and French space programmes.

Indeed, France Telecom is also expected to assume a major role in the controversial direct French DTF direct broadcasting satellite programme.

France Telecom is due to take a stake in TDF, the state-owned broadcasting company responsible for the direct broadcasting satellite programme, thus giving it control of all France's satellite programmes.

The first of the two TDF satellites is scheduled to be launched by the European Ariane rocket in October but the Government has yet to resolve the problem of financing the second satellite.

Although the TDF programme, which has already cost the French Government about FF2.2bn in public funds, is expected to go ahead, it has been the source of considerable political controversy. The controversy has not been helped by the failure this year of the West German TVSat direct broadcasting satellite, which



The first of the two satellites for TDF - the state-owned broadcasting company responsible for the costly and politically controversial direct broadcasting satellite programme - will be launched by the European space rocket, Ariane, in October. Above: in an earlier launch, Ariane streaks into the sky carrying two other telecommunication satellites. The TDF programme has already cost FF2.2bn in public funds.

again raised questions over the French technological choice of a high-power satellite. The TDF and TVSat programmes were originally launched ten years ago as part of the broad Franco-German collaboration policy of former President Valéry Giscard d'Estaing.

Despite the continuing doubts over the TDF direct broadcasting satellite, the French government believes the satellite, which will broadcast the new French European cultural channel known as La Sept, will give a boost to the European D2Mac high-definition television standard.

The French television manufacturing industry, including the state-controlled Thomson group, has lobbied hard for the D2Mac standard which it regards as crucial for the future of the European consumer electronics industry in its battle against Japanese and other Far East manufacturers.

The launch of the French

direct broadcasting satellite will also mark the climax of a period of major change and turbulence in the French broadcasting sector. This follows the deregulation of television broadcasting first started by the left and then accelerated by the previous right-wing government of Mr Jacques Chirac with the privatisation of TF1, France's largest and oldest national television network.

Apart from the privatised TF1, there are now two other independent networks including La Cinq and M6 with the state retaining ownership in two other networks, Antenne 2 and FR 3.

Moreover, the Canal Plus pay television network launched a few years ago and has been gaining in strength and profitability and has been actively forging international alliances to consolidate its future development.

Paul Betts

## A significant turning point

surrender by pressures of popular protest, as with its plans for the reform of higher education, the tightening of the nationality laws, or the slimming of the social security system.

Nevertheless, the cohabitation of political opposites was bound to be a short-term expedient, fundamentally at variance with the implications of the Gaullist constitution. And yet, paradoxically, the logical consequence of the presidential election and the ensuing general election has been to underline the (un-Gaullist) fact that, if the Fifth Republic was designed with a Presidential bias, in future a President is increasingly likely to have to share power with a parliamentary system in which large, well-disciplined parties will

increasingly hold a dominant position. For the moment, this transition is only partial. The Socialist Party has acquired the leading position on the left, at the expense of the Communist Party, but it has not yet captured much more than a third of the popular vote.

The Gaullist RPR is still the largest, best disciplined single party on the right, but it has lost ground, and its former dominance is obviously threatened.

In the middle is the newly-autonomous Centrist CDS party; the question is whether it will become a buttress for the Rocard Government, or be squeezed between left and right. The message of the election may be that France wants to be governed from the centre,

but the constellation of the political parties will make the art of government a difficult balancing act.

For a while, the Rocard Government is likely to enjoy a honeymoon partly because of its success in restoring peace to New Caledonia, but more because of the unexpected buoyancy of the economy: this will make it easier to stick to a prudent budgetary policy while at the same time carrying out President Mitterrand's commitments to a minimum guaranteed income and higher spending on education and research.

Difficult challenges lie ahead in the medium term, however, and they can be summed up in two words: Unemployment and Europe.

For at least the next ten years, unlike other European

countries, France faces a steady increase in the size of its working population. As a result, it is also alone in facing the probability of a continuing large increase in unemployment.

One recent study predicts that French unemployment will rise from 10.5 per cent now to 13.5 per cent in 1995 and nearly 16 per cent in the year 2000.

Faster economic growth, or the opening up of the European market, may help to create jobs. But if not, the rise in unemployment is likely to exert acute pressures on a Government which manifestly does not claim to have any magic answers.

The unemployment dilemma is intimately related to the European issue. President Mit-

terrand, and his new Government, are absolutely committed to the opening up of the European market. But the structural adjustment which has had to follow the two oil shocks has caused substantial job losses in old industries in France, as in other countries, and it is a fair bet that more intense competition in a Europe-wide market will add to the pressure.

In the Presidential election campaign, the protest vote captured by Jean-Marie Le Pen obviously included a significant slice of those who felt the European community has served them badly. The further opening up of the European Community could well intensify such pressures, unless the government is both very skilful and very lucky. Mr Rocard has waited a long time for his promotion; his talents for toughness and compromise will now be put to the test.

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SECTION III

# FINANCIAL TIMES SURVEY

**Despite the Prime Minister's recent remarks, the EC is on course to create a single market in the 1990s with far-reaching implications for the distribution industry. But the new business opportunities will have to be seized. Kevin Brown, Transport Correspondent, reports**

## Boarding the 1992 express

THE BRITISH have long been regarded by the rest of the European Community as reluctant Europeans, and the Prime Minister's recent hostile remarks will have offered little reassurance that attitudes are changing.

But it is increasingly becoming clear that European integration is proceeding rapidly and irreversibly at the practical level of business and industry.

The key is the Single European Act, ratified by all 12 member states, which explicitly commits the Community to "adopt measures with the aim of progressively establishing the internal market over a period expiring on 31 December, 1992."

The Act further defines the single market as "an area without internal frontiers in which the free movement of goods, persons, services and capital is ensured."

The effect of this amendment to the Treaty of Rome, which is part of the constitution of the Community, is that the abolition of frontier controls and artificial restraints on movement is inevitable, even if the process is not completed by the 1992 deadline.

There could hardly be a constitutional amendment more tailored to the British distribution industry, which has

thrived in the relatively deregulated UK transport market.

But it is still not clear whether the industry sees the opening up of European borders, and the creation of an internal market of 320m consumers, as an opportunity or a threat. More seriously, some transport companies seem to have taken few steps to identify the implications.

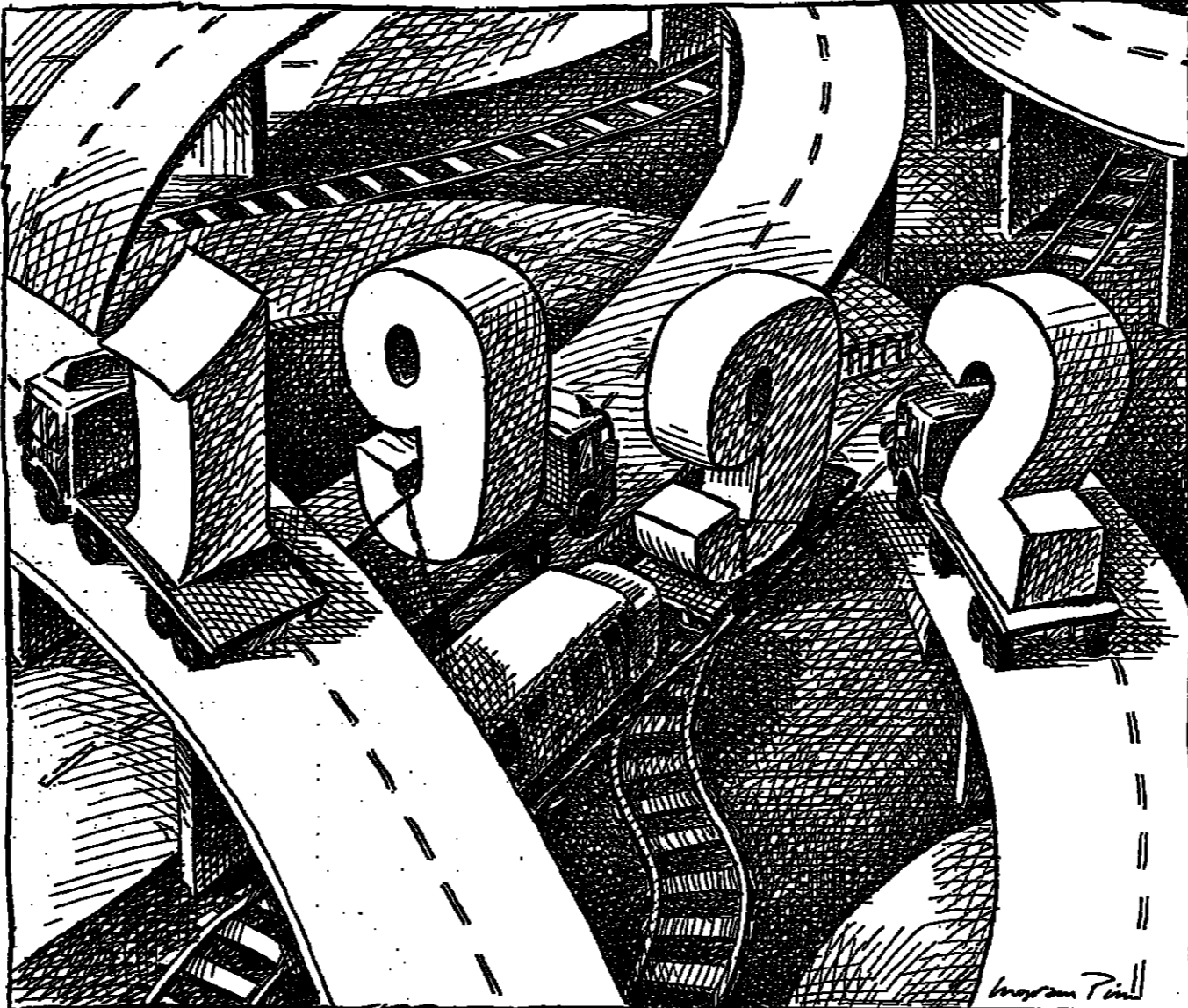
A recent survey by the specialist publication *Motor Transport* revealed that although 89 per cent of companies operating 26 vehicles or more had heard about the single market, 79 per cent had not appointed a manager to plan their response.

The survey indicated that 68 per cent of the 241 operators contacted had considered the impact of the liberalised market, although there are doubts about the thoroughness of much of this analysis.

One distribution director, for example, is reliably reported to have asked his secretary to "find out about Europe" while he took his annual holiday.

There was further illumination in the *Motor Transport* survey: 62 per cent of companies thought the single market would be an opportunity, and only 11 per cent thought it would be a threat.

But while 60 per cent thought it would mean more



## Distribution Services

business, and only 9 per cent were expecting less business, many said they thought international activities would be more costly and less profitable.

This is not the view of experts such as Dr James Cooper, the NCCS Reader in Freight Transport and Distribution at the Polytechnic of Central London.

Dr Cooper says he is cautiously optimistic about the prospects for the UK distribution industry in Europe, for three reasons:

- Distribution within Europe needs to be rationalised, and UK operators are experienced in constructing efficient systems of the kind that will be needed.
- The UK industry is used to the kind of competition that

will exist after 1992, while many Continental countries are only just beginning the process of deregulation.

- Attitudes towards 1992 within UK industry are changing rapidly, and a surge of planning is likely to take place.

Dr Cooper says research carried out earlier this year by the polytechnic's Transport Studies Group identified a major mismatch between production and distribution activities in the EC.

According to this research, manufacturers are increasingly seeing the Community as a single market in both production and marketing terms, leading to the development of single sourcing and largely undifferentiated product lines.

But the distribution of products remains, on the whole, highly fragmentary. International movements are often handled on a general haulage basis, and each country has separate arrangements for domestic distribution.

Dr Cooper points out that the administrative cost of keeping track of a vast number of transport operators and distributors throughout Europe must be enormous.

For many users of freight services, 1992 will be the spur to rationalisation of Europe-wide distribution systems, which will be made easier by deregulation in both international and domestic markets in the intervening period.

When this happens, UK companies will be better placed than most to take advantage

because they have nearly 20 years of experience of domestic transport regulation, in contrast to the rigid controls of some other Community countries.

UK operators are used to working in an environment where there are no capacity quotas to limit competition or tariffs to set prices, but it will take European competitors time to adjust to deregulation.

Dr Cooper says British industry took 10 years to respond fully to the challenges of domestic deregulation, which were introduced by the 1968 Transport Act.

The effects of the 1968 offer a further reason to believe that UK companies will benefit from the opportunities of the single market, whatever their

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fears may be now.

There was widespread concern before 1968 that excessive competition would drive down returns, and lead to waves of bankruptcies. But Government figures show that this did not happen: the number of operators reached 140,000 between 1972 and 1975, and is now steady at around 130,000, having survived the recession of the early 1980s.

Awareness of the impending single market has increased dramatically over the last few months as a result of publicity campaigns by the freight trade associations and the Trade and Industry Department (which operates a free information hotline - aptly available on 01 200 1992.)

As the issues crystallise, they are also prompting an increasing number of business conferences - the next will take place at the Transport and Distribution Services Show at Wembley Conference Centre later this week.

But it would be wrong to suggest that penetrating the expanded market will be easy, and there are several issues which need careful consideration by British industry:

- Doubts about the extent to which West Germany - the biggest single market and the hub of European industry - will relax its strict regulation of transport. In the absence of liberalisation, UK operators would have access to the market, but might have to pay up to £100,000 for a licence for each vehicle operated.

- The likelihood that rail will play an increasingly important part in Europe's transport system in the 1990s, largely because of the predisposition towards rail in most Continental countries.

- Continued uncertainty about the details of the regime under which companies will operate after 1992.

After much argument a deal has been finally struck which will abolish bilateral quotas. But it is not yet clear how vehicle taxation provisions will be harmonised to ensure fair competition.

Member states have also been unable to reach agreement on either of two proposals put forward by the European Commission which would

allow for limited cabotage - carriage of goods within a country by an operator based in another country.

However, the Community is obliged by Article 75 of the Treaty of Rome to make regulations allowing cabotage, so there is still some hope that a deal will be done in time for 1992.

The other issue of importance to UK transport companies is vehicle weights - the UK is alone among EC states in sticking to a limit of 36 tonnes, rather than 40 tonnes.

There is substantial opposition to the higher weight within the UK, but the change could be implemented quickly, without the need for much new equipment, once a political decision to go ahead has been made.

Meanwhile, there is growing evidence that UK-based companies are waking up to the opportunities of 1992 and planning how to take advantage of them.

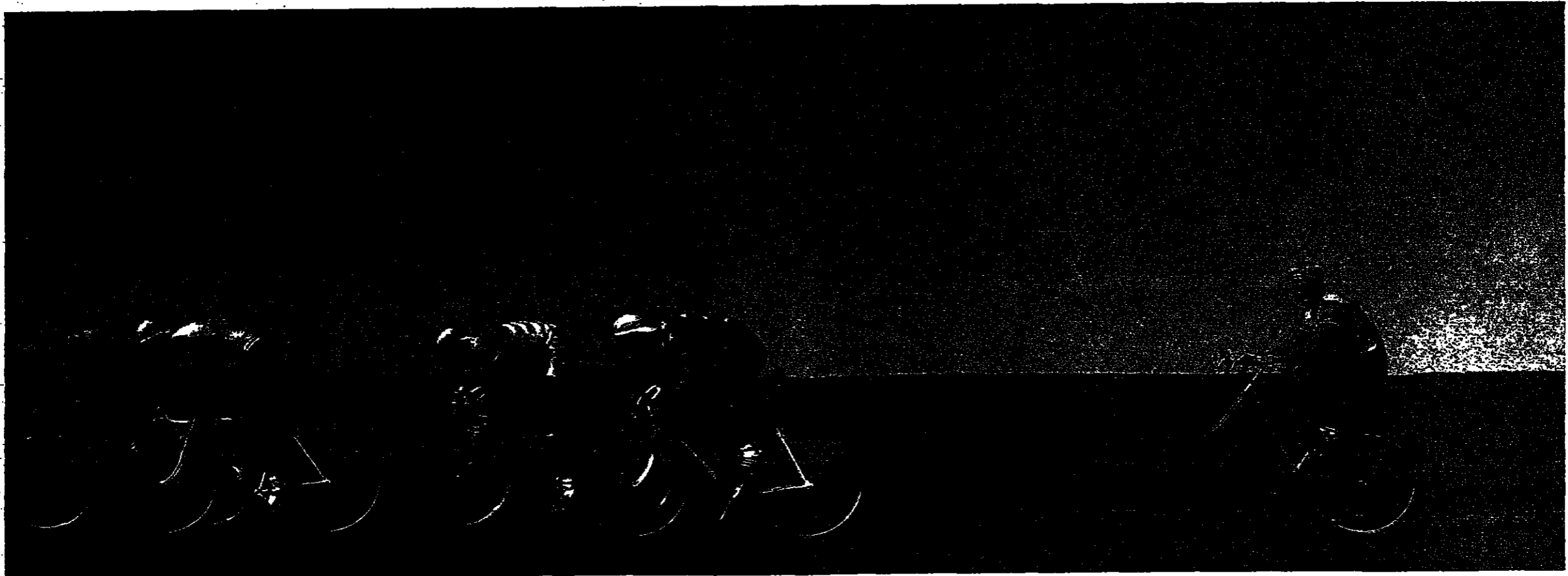
There have been several recent acquisitions of existing distribution companies within Europe by companies such as Christian Salvesen, Buzl, and TNT. The Australian-owned multinational.

There is also no shortage of vision: Mr Paul Carvell general manager of sales and marketing for TNT Contract Services says he envisages the creation of European Distribution Centres of up to 1m sq ft which would make many regional operations obsolete.

Swift Transport Services, part of the LEP Group, says it is developing a pan-European distribution network in conjunction with LEP-Swift, a sister company formed to handle the parent company's Continental distribution requirements.

Mr Bill Shiplee, head of acquisitions policy for United Transport International, the transport subsidiary of BET, says there is plenty of scope for UK companies to expand by taking over Continental companies.

"British purchasers, with their acquisition money, may be seen as saviours by some European companies who lack the capital to expand their business in a substantial way," he says.



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**Federal Express. When it absolutely, positively has to be there on time.**

**DISTRIBUTION SERVICES 2**

**PROFILE: ROCKWOOD HOLDINGS**

**A new force to be reckoned with**

ROCKWOOD HOLDINGS' recent acquisition of two prominent freight forwarding companies highlights the intention of this fast-growing USM-quoted group to develop wide-ranging international and domestic distribution services.

Rockwood was interested in the concept of offering clients a turnkey service, Mr Michael Scroey, Rockwood director, explained. As an example, he cited a US pharmaceutical manufacturer wanting to distribute 10 tonnes of products throughout Europe. At the moment, such a supplier would probably send a number of smaller batches to most of the individual countries served.

"But we foresee that within the next five to ten years such a supplier will want to deal with just one organisation which can handle not only the shipment of products from the US to Europe, but also the distribution of those goods throughout Europe," Mr Scroey said.

"That means we have got to successfully integrate our freight forwarding businesses with our more established UK distribution operations and then, by means of acquisition and joint venture, cover the whole European market and offer the same sort of services there."

Rockwood came into being in 1986 when three of the present directors, including Mr Scroey and Mr Tom Forrest, chairman and chief executive, took control of components distributor HB Electronics. That original business was subsequently sold on in June this year to Electron House but in the meantime Rockwood had acquired a number of distribution-related companies.

First was Bond's Delivery Services which was bought

from Imperial Tobacco in April 1987. Trading under the name Bondelivery, the company specialises in the distribution of high value goods such as wines and spirits and electronic goods to high street and trade outlets. It now has 13 depots in the UK providing over 300,000 sq ft of warehousing, operates some 240 vehicles and has an annual turnover of around £10m.

Four months after acquiring Bond's, Rockwood bought the contract distribution arm of Tate & Lyle and renamed it Rockwood Distribution Services. That move helped establish Rockwood as a force to be reckoned with on the UK distribution scene because it brought to the group an experienced management, including present Rockwood Distribution managing director Mr Tony Stanton, and household name customers such as Wm Morrison, Heinz, Lyons, Tetley, Nestle and Safeway.

In that context, the company handles the ambient warehousing and distribution of a wide range of products, principally in the grocery and allied sectors, via a network of seven UK depots which between them provide some 600,000 sq ft of warehousing. They are supported by a fleet of some 150 vehicles and about 500 personnel. Annual turnover is currently around £12m.

To further boost market



Rockwood's new vehicle livery was unveiled this month

awareness of Rockwood Distribution, the company this month unveiled a striking new corporate identity. Based on a colour scheme which involves using bright yellow and white on a dark grey background, the logo depicts the transfer of a baton between two stylised relay runners and the copyline "Teamwork in Distribution".

Among the latest contracts for Rockwood Distribution is a specialised warehousing and distribution service dedicated to meeting the needs of smaller suppliers and retail giants. Marks & Spencer, Corning Glass, Gilchrist & Soames, Jarrod Printers, Octopus Books

and Tigerprint are included among the customers. Supported by M&S and centred on Rockwood's Rugby depot, the service covers any packaged goods except food or hanging garments.

A key feature of the new operation is the use of the latest in information technology. It allows orders to be transmitted electronically from M&S to Rockwood via the Tradanet system for picking and rapid delivery of goods into nominated distribution depots around the UK. The system also looks after order processing, stock availability reporting, stock turn, store and stock

summaries and the labelling of goods with M&S specification barcode store labels.

Rockwood is also building up a range of other distribution related operations, in line with what it feels will be a growing market demand for outside contractors to take over more and more of customer companies' non-core activities. In that context, earlier this year it acquired Brookside International, a company specialising in container recovery, and Leasing Principals, a subsidiary company involved in the contract hire and leasing of cars and light commercial vehicles.

Services currently offered by Rockwood in addition to standard distribution operations now include contract hire, breakbulk and stockholding; telesales and order capture; bar coding and labelling, shrink-wrapping and reartouring; dry bond storage, pallet control, distribution consultancy, fleet management and contract maintenance.

Rockwood's move into international distribution started in June this year with the acquisition of freight forwarding company Walford Meadows. That was followed in September by the announcement that Rockwood planned to acquire prominent UK airfreight forwarder, Mercury Airfreight, (annual turnover for the year ended March 1988 was £76m) for £16.6m and the smaller book, magazine and periodicals forwarding specialist, Dawson Royle & Willan for £413,000. The intention is to integrate these recently-acquired forwarding activities within one company to be known as Rockwood International Freight.

Phillip Hastings

**Improved logistics are worth £2bn a year in UK**

**Tighter management offers big rewards**

IMPROVED management of logistics could help UK companies save up to £2bn a year and increase their share of world trade.

Failure to seek such improvement will leave the organisation concerned lagging further and further behind their competitors.

That is the verdict of one of the most recently-published surveys on the subject of logistics produced by international management consultants A T Kearney.

The report points out that lower logistics costs, for example for transport, warehousing and administration, directly boost profits.

At the same time, tighter planning and control of inventories reduces tied-up assets.

Kearney defines logistics as the discipline of managing the supply chain from raw materials all the way to delivery of the finished product to the final customer, and bases its report on a survey of 500 European companies in six countries.

Almost a quarter of the companies surveyed reported a 15 per cent improvement in logistics productivity when measured against performance at the time of a previous study in 1981.

They also saw an additional 14 per cent achievable by 1991. Each 10 per cent improvement in the productivity of overall logistics is worth an additional 1.4 points of operating margin to the average European firm's bottom line.

Factors which come into play when looking to improve logistics management include:

- Better planning and design of capacity needs to improve utilisation of resources such as facilities and people;
- Focusing of resources on areas where they can have most impact;
- Rationalising the mix of goods and services to eliminate any drains on profitability;
- Identifying and understanding business cycles to improve planning;
- More reliable deliveries to increase satisfaction and loyalty of customers;
- Reduction of lead times to improve market performance and lessen the impact of unexpected developments.

Having initially taken a while to percolate through UK industry, the concept of logistics management is now becoming much more widely understood and accepted.

A sign of that move, for example, is that the organisation representing some 5,000 UK executives involved with distribution activities - formerly known as the Institute for Physical Distribution Management - last year adopted the new identity of the Institute of Logistics and Distribution Management.

This is to reflect the fact that transporting goods is now seen increasingly as just one part of a much broader logistics equation.

Meanwhile, a growing number of companies, particularly in the retail sector, are appointing logistics directors



Lower logistics costs, such as for warehousing, boost profits

and giving the subject the sort of senior management attention previously reserved for other key areas of activity such as manufacturing and marketing.

Logistics management is seen as particularly important where international trade is involved.

A significant factor in current thinking generally is the focus on the "just in time" concept of distribution, which allows companies to reduce inventories and the amount of finance tied up in stock.

Before the spread of the just-in-time philosophy, manufacturing was seen as being all about production costs and production variances, whereas now manufacturing performance is being measured increasingly against customer demand.

Confirming that trend, surveys carried out by the institute show that more and more companies regard distribution as an important means of achieving a competitive edge, not only by means of careful cost control but also by establishing and achieving better levels of customer service.

A recent obvious example in the UK is the highly-publicised move by the Next group to introduce a home shopping catalogue which offers customers delivery of goods ordered within 48 hours.

According to a leading distribution industry consultant, Dr Mick Jackson of NFC Consultancy Group, UK retailers in general are in fact more advanced in their thinking on the subject of distribution and logistics than most of their suppliers.

Having already taken steps to free space in their retail outlets by holding stocks at consolidation centres, some are now looking at ways of cutting down on those stockholdings as well as relying on faster and more frequent deliveries from their suppliers.

Instead of having a manufacturer deliver one major load into the consolidation centre, say, once a week, they may start asking for partloads to be delivered every day.

At the same time, instead of using the manufacturer's vehicle to make the delivery to

the centre, they may want to use some of their own vehicles during periods when they are not being used for moving goods between consolidation centres and the retail outlets, Dr Jackson says.

Manufacturers are now involving themselves more in direct product costing but they are not yet really using DFP (Direct Product Profitability) to manage their supply chain downstream.

If they were, they would use more central warehouses and fewer regional depots than they do at present.

The key to the development of successful distribution activities and overall logistics management is the increasing use of computerised systems, both to manage operations and more particularly to collect information.

Effective use of computer-based technology to fully integrate the distribution process can improve service levels and reduce cost, it is claimed.

The competitive advantage in distribution will come not from optimising it as an independent function but from fully integrating distribution into the operations of an organisation. Information technology should be used in a pro-active way to help meet business objectives, says one distribution industry consultant.

Coupled with a growing acceptance of the idea of logistics management has been an increasing awareness among many companies of the advantages to be gained from concentrating on their basic strengths and contracting out many of the essential functions which they require to maintain their operations.

In such cases, says UK logistics management company EPS, the key is flexibility and control. The logistics organisation assumes responsibility for both the physical and management functions necessary to fulfil the contract, leaving the client company to concentrate on the activities to which it is best suited.

To show how a logistics management organisation can be employed to meet specific requirements, EPS cites a company which might be looking to import pre-built equipment into the UK. Its requirement, therefore, might be to carry out a small amount of product customisation to satisfy UK users.

EPS says that by using a logistics management organisation to control import requirements, goods inwards, checking, physical customisation, re-testing and subsequent repackaging and despatch, it is possible to reduce overheads by a significant proportion - while retaining the ability to replace the existing product range with a new one at short notice, and with a minimum of disruption to existing manufacturing lines.

Through a similar process, it would also be possible for the company to follow a policy of just-in-time sourcing, using the facilities of the logistics management organisation to respond quickly to the demands of its own customers.

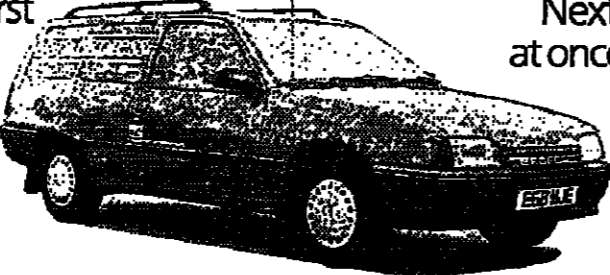
Phillip Hastings

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NO COMMENT.  
NO T+DSS  
NO CHOICE.**

Few people would question the value of the FT's editorial comment. And, as you can see, this survey is no exception to the rule.

However, if you're working in the transport and distribution industry, you'll appreciate that incisive editorial reviews are only half the story.

After all, you'll want to be able to see theory realised in practice. You'll want to know what the major suppliers are doing to improve Britain's competitive advantage in anticipation of the coming single market.

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**DISTRIBUTION SERVICES 3**

Express transport services are growing at the rate of 25 per cent a year

**'Faster it goes, the better for business'**

IN HIS "History of Commerce Between 1500-1800", Fernand Braudel, the French historian, observed: "Transport is a necessary finishing process of production; the faster it goes, the better it is for business".

And so it is that changes in distribution theory, and the adoption of new systems, have been welcomed by the express transport specialists many of whom, with experience in the US, have anticipated the changes in Europe and designed their systems to meet the new demands of European distribution.

In its development of sophisticated, computerised systems and operations geared to the fast movement of goods, the express transport industry is growing at a rate of 25 per cent a year and promises by 1992 to create an industry in Europe worth some £2bn, given the inclusion in the calculation of domestic express parcels services as well as European and international specialist distribution services.

The criteria defining an express service is that it must be door-to-door, charge a single, comprehensive rate, and be delivered within a given time frame. For perfection, the movement should also be under the control of one single operator from beginning to end, though only a few companies can fulfil this latter requirement in all instances since it demands the existence of national and international, owner-operated, networks, supported by their own hubs, tracking fleets and aircraft.

In the UK market there is a plethora of domestic express operators including companies such as Lynx, Parceline, City Link, Tuffnells, Interlink and ANC. But forward thinking operators can no longer afford to restrict their operations to the UK alone. National express parcel pioneers, City Link and a number of other companies have joined market leaders such as Securicor and TNT in putting their timed, door-to-door services on to a European footing, in order to be prepared for 1992 and the Single European Market.

In Europe the express industry is currently dominated by the giant American-owned companies, DHL, Federal Express and UPS (United Parcel Service) and the large Australian-owned company, TNT.



One hub of the express business: TNT Skypak at Heathrow

These companies have invested heavily in the development of comprehensive, computerised systems and sorting hubs at key centres such as Brussels and Cologne. Both DHL and Fedex have hubs at Brussels airport while UPS hubs at Cologne.

From these bases, the companies span Europe with light aircraft feeder services and direct road links. These in turn, generally feed the companies' own dedicated freighter aircraft services operating nightly across the Atlantic where both Fedex and UPS have their own freighter operations, while DHL shares capacity on a Sabena freighter with the Post Office's international express service - EMS.

In developing their timed,

door-to-door express services, these companies and several European specialists such as the KLM-owned XP, which operates from a hub at Maastricht airport, are working closely with manufacturers and exporters to improve the efficiency of their distribution systems.

For example, DHL employs the services of distribution and logistics management consultants to ensure the company remains abreast of new distribution techniques and their application. By comparison, traditional transport operators have apparently paid little heed to the needs of their customers and indeed, according to many users, they have worked directly against the distribution needs of their cus-

tomers. Comparing the new express operators with the traditional transport services, Mr Geoffrey Walker of Thorn EMI's Distribution Division, notes that one of the key problems with traditional transport services is that their freight rate structure tends to be extremely complicated and often does not include customs clearance and local delivery charges.

"It is not surprising that UK exporters have traditionally sold 'ex-works' or 'FOB'. It can be a minefield trying to determine the through transport costs to the customer. Door-to-door services provide this facility and the practice of pre-payment, is forcing the UK companies to be aware of the distribution costs and to include them in the marketing and pricing of their products," he says.

The advent of express services has assisted companies such as Thorn EMI in switching to new distribution techniques. They have enabled Thorn, for example, to concentrate its stock in a smaller number of locations and thus improve customer service.

"The days of regional warehouses and local delivery fleets are clearly numbered in many parts of the Thorn Group, Mr Walker says.

A typical case where the use of the express service has directly improved the quality and speed of Thorn's distribution is in the company's Musical Division. "We are able to receive orders now, up to 4.30pm and still provide a next morning, delivery service from restricted to the client's personnel and Data Express couriers.

On collection, the envelopes will be taken to the local Data Express checking centre. From there, the company's sorting and tracking system will be used to ensure delivery to the desired location the following morning.

The service is seen as offering particular advantages at weekends for customer companies which would normally use postal services to move their computer data etc., but find that restricted weekend postal arrangements do not meet their requirements.

RECENT DISRUPTION of postal services in the UK has encouraged many more commercial organisations to look at alternative ways of moving documents and computer data around the country.

That has opened up new opportunities for distribution industry companies, particularly in the express delivery sector, to develop new services or expand existing ones.

Feltham-based parcels carrier Data Express, for example, is now developing its weekend data collection service for major organisations wishing to move data between their administrative centres and

high street outlets or branches as a daily overnight operation. Operated under the product name Multi-Branch, the new service will cater for correspondence and documents as well as computer data. The intention is that items will be delivered the morning after collection, except for Saturday collections which will be delivered the following Monday unless a Sunday delivery is specifically requested.

Items will be carried in personalised envelopes. Those originating at customers' head offices or data processing centres will be collected by courier at an agreed time on designated days. To ensure security, access will be

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Phillip Hastings

Anne Hunter

**PROFILE: WDS**

**Strategic move into the general arena**

AN ORGANISATION which began life some 80 years ago as a transporter of milk, Wincanton has substantially expanded its activities in recent years to become a major player in UK distribution.

Somerset-based Wincanton Distribution Services now operates from 50 locations, has some 20m cubic feet of ambient and temperature-controlled warehousing, and controls a fleet of 1,250 vehicles from 7.5 to 38 tonnes and 1,800 trailers.

These facilities support four major areas of activity: distribution, removals, fleet management and tanker management.

Other services provided by the company include maintenance management, tachograph chart analysis, transport and distribution consultancy and workshop facilities.

Wincanton Distribution is a part of the £380m annual turnover Wincanton Group, itself a subsidiary of Unigate.

The WDS identity was adopted towards the end of 1987 to replace the long-established name Wincanton Transport and highlight the company's growing involvement with a much broader range of distribution services than just the tanker operations with which the latter was most closely associated.

Mr Chas Lawrence, managing director of WDS, says the name change was really a confirmation of the company's continuing evolution rather than a sign of any sudden change of direction.

"We took stock of what we were doing, including the fact that we had at that point some 16.5m cubic feet of ambient and temperature-controlled warehousing, were handling distribution contracts for companies like Boots, and had recently acquired a specialist removals company. And we decided we should have a name which reflected the fact that we had already moved very much into the general distribution arena."

Much of the WDS involvement with distribution centres on handling products which require some degree of specialist knowledge.

Probably the best known of those operations is its Wincanton Chilled Distribution subsid-



Mr Chas Lawrence of WDS

Manchester.

This summer, WDS won a major contract from Littlewoods for the distribution of its new catalogue goods to its new catalogue shops operating under the brand name Index. That operation is centred on a 220,000 sq ft Birmingham warehouse.

The third of the major businesses for WDS involves what it terms specialised distribution, handled by one of the most recent additions to the group, Borehamwood-based Bullens, which is involved with office and commercial removals, movement of computers and machines, but also a wide range of other specialised work.

This includes removals for military personnel, transport of equipment for theatrical companies and items for exhibitions, specialised distribution, crate hire, contract warehouse management and the growing business of security waste collection and disposal for customers such as banks.

Making up the four core distribution businesses for WDS are the primary distribution services run by Cheltenham-based Santa Fe Express, which provides dedicated ambient, palletised storage and multi-drop delivery nationwide for regional manufacturers and importers.

A particularly important customer is Embisco, which supplies cones, wafers and similar products to ice cream manufacturers. Santa Fe's job is to collect the products in bulk from the Embisco factory and consolidate them into loads with other compatible products for distribution throughout the UK.

In common with other leading UK distribution service operators, WDS is now looking to expand its presence into Continental Europe.

The company has been discussing at least two acquisitions on the Continent, mainly in the Netherlands, and is also looking at joint venture possibilities with other European organisations. WDS already has one such arrangement with a French distribution company.

Phillip Hastings

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**DISTRIBUTION SERVICES 4**

**PROFILE: CHRISTIAN SALVESEN**

**Division split to assist expansion**

STILL BEST-KNOWN for its involvement in the temperature-controlled food sector, Edinburgh-based Christian Salvesen Distribution has built up other distribution activities which now account for some 40 per cent of the company's total business.

There are now five basic areas of non-temperature-controlled service activity. The first involves running centralised distribution operations for major individual retail organisations such as Storehouse and J. Sainsbury.

For Sainsbury, the company also handles distribution of frozen products, as it does for Tesco, Budegen and Safeway. In another development, CSD also recently won the first National Health Service contract for centralised ambient distribution of canned groceries.

Outside the grocery sector, a successful Christmas relief operation for Dixons, the electrical retailer, led to CSD securing a long-term contract for distribution of goods to that company's retail outlets in the North West of England.

Another important but separate business for Christian Salvesen in the UK retail sector involves work for Marks and Spencer.

In addition to well-established food distribution services operated by a division of Salvesen called Salserve, the company is also involved with the handling of goods such as garments and clothing through another M&S-dedicated division, Salsream.

This company operates three warehouses for M&S, at Inverness, Warrington and Wembley, the largest of which accommodates some 500,000 lines.

In keeping with trends apparent in the UK distribution industry as a whole, CSD has noted an increasing move in recent years towards individual retailer-dedicated operations. Nine of CSD's 18 distribution activity sites in the UK are now in that category.

Second of CSD's growing general distribution and storage businesses involves operating facilities dedicated to individual manufacturers such as United Biscuits, Mattessons

Walls and Bowyers.

In some cases Christian Salvesen has taken over the running of manufacturers' own distribution facilities, while in others it has set up operations to meet their requirements. The acquisition just over a year ago of Stowtime, the Buxton, Derbyshire-based specialist in bonded distribution, helped CSD into a third sector of activity: the handling of drinks, wines and spirits.

In this area, it looks after the bonding and packaging of such products. Another company acquisition in the same business is likely to be announced shortly.

Another general distribution business for CSD involves the handling of bulk dry goods, particularly imports, in loads of one pallet or more. The company's Buxton depot is already

**'There is going to be a lot more international trading within Europe after 1992'**

handling some of that work and now CSD is set to acquire a further couple of depots to undertake more.

The fifth of Christian Salvesen's non-temperature controlled activities involves just-in-time distribution of vehicle components and spare parts for motor manufacturers, such as Renault, in Holland, and Mercedes-Benz in the UK and Belgium.

Mr David Howes, managing director of CSD UK, says: "I think our non-temperature controlled side will develop rapidly now and we will also go more into added-value services such as washing crates, repacking products and handling special promotional packs - for example, where a company offers a free tape with a book."

The expanding nature of Christian Salvesen's distribution operations was further highlighted in April this year when the group decided to split its large Food Services division into two companies.

All UK and Continental general distribution activities are now handled by CSD, while other businesses such as the Salserve/Salsream operations for M&S, bulk cold storage, vegetable processing and manufacturing operations now come under Christian Salvesen Specialist Services.

An important factor behind the restructuring so far as the distribution side is concerned, Mr Howes says, is the planned creation of the single European Community market in 1992.

"We put all our distribution businesses together because there is going to be a lot more international trading within Europe after 1992 with a resulting increase in synergy between those activities."

"In fact, we already have some customers like Nestlé and Unilever which we are dealing with on a multi-national basis. Multi-national demand is growing for systems which can properly integrate all those different functions. Adding further urgency to such moves is the increasing adoption of so-called Just-In-Time manufacturing systems. By its very nature, JIT demands that information about delivery requirements and operations be passed easily and rapidly between all the parties involved."

Typical of the sort of advances now being made in distribution industry information technology are recent developments by the Transport Development Group whose 100 or so trading companies include many in the distribution, haulage and storage sectors. One of the latest TDG innovations is a system called MODAS (Modular Order Processing, Dispatch And Stock) developed this year by the group's own computer company, Protean Systems.

Written for use on IBM computers, particularly the powerful AS400 model, MODAS has seven basic, interfacing modules to handle order processing, vehicle booking, warehouse management, stock control, despatch, proof of delivery and invoicing.

Features of MODAS include the flexibility of the core package and the fact that the system can be expanded to include other features. One

Philip Hastings

THE KEY to greater efficiency in the distribution of goods from point of manufacture to final consumer is the increased use of computer-based information technology.

Warehouse operations are in many cases already extensively computerised. For example, terminals can be fitted to forklift trucks and other equipment to allow information to be electronically transmitted between control centres and drivers engaged in storage and retrieval activities. Computer-based systems are also widely used to handle stock control and order processing.

At the same time, development of database management systems is making it possible to capture a wealth of information about companies' distribution patterns, drop sizes, order frequencies and seasonalities which has not been possible in the past. That is, in turn, allowing distribution service operators and their customers to identify wasted resources and excessive costs so that new solutions can be found.

Now, with the increasing acceptance of the idea that distribution should be treated as one aspect of a much more broadly-based logistics management operation, covering every company activity, demand is growing for systems which can properly integrate all those different functions.

By using Tradanet we have come up with a system which is much more analogous to an ordinary house ring main, in there is a main circuit with spurs running off it. In practice, it means customers can access our information system, using their own terminals, through any NFC depot. That will make the whole process faster and easier."

An important feature of the new NFC system, adds Dr Jackson, is the facility to store and forward information. It allows the originator of information to put it in his electronic postbox and send it through instantly via the managed data network to the receiver's mailbox where it can remain until required. At present, the sender tends to have to notify the intended receiver that information is on its way or check that the receiver is ready to accept the information.

Still to be generally resolved is just how fast such information needs to be transmitted and who should control the systems. There is, for example, much talk at the moment about developing information systems which can work on a real time basis rather than

Information technology is the key to identifying wasted resources

**Data strengthens networks**



Mr Barry Ellis of Parcelline: introducing bar code technology

add-on which Protean sees as having significant potential is the ability to interface with radio terminals on forklift trucks and other warehouse equipment. MODAS will also be able to interface with warehouse conveyor sorting systems using bar coding to identify individual pallets.

Meanwhile, the National Freight Consortium has taken what it regards as a major step forward in the field of information technology by establishing a managed data network. Due to go live next month within the whole NFC Distribution group, the new system is based on the use of leading UK EDI (Electronic Data Interchange) service, Tradanet.

Dr Mick Jackson, head of NFC Consulting, explains that the new system will give a completely different form of communication. "At the moment, we run what you might call a 'star' network centred on our main computers at Bedford. Basically, that means that any customer enquiry received by an NFC depot has to be relayed to Bedford and then the necessary information relayed back from there."

"By using Tradanet we have come up with a system which is much more analogous to an ordinary house ring main, in there is a main circuit with spurs running off it. In practice, it means customers can access our information system, using their own terminals, through any NFC depot. That will make the whole process faster and easier."

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80 per cent more capacity.

Explaining how the system works, Mr Alan Jones, managing director of TNT UK, said that all a customer has to do is telephone a local TNT depot. The delivery order will immediately be keyed in and transmitted through the mainframe which produces all the necessary documentation, consignment notes and labels. TNT is also in the process of installing facilities on the premises of its major customers which will allow them, for example, to check POD (proof of delivery) details on their own screens.

To track parcels through their systems, a growing number of express operators are opting to use bar coding methods. Principal advantages of bar code technology, Mr Barry Ellis, chief executive of the company, claims that the use of bar coding also helps solve both the problem of limited time available for data capture and the cost of that operation. Further computer system enhancements envisaged by Parcelline over the next couple of years include the introduction of direct data transmission between depots and vehicles, replacing radio communications, and computer controlled collections. With such a development, customer orders telephoned in will be keyed straight into the computer system and the information then electronically transmitted to a collection vehicle.

Meanwhile, Bristol-based Interlink Express is planning to develop its existing parcels tracking system further to allow instant production of hard copy details on consignments in response to any customer query. "At the moment, we can call up on screen details of a delivery consignment note within 20 seconds. The next stage will be to develop the facility to electronically produce a hard copy of that information which can then be sent out straight away to the customer," said Mr Richard Gabriel, chairman and managing director of Interlink.

Philip Hastings

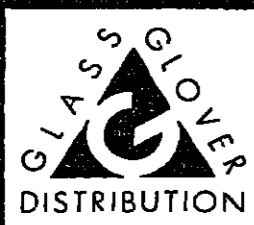
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**DISTRIBUTION SERVICES 5**

As Railfreight achieves its best result for a decade

**BR explores Eurotunnel traffic potential**

**SUDDENLY**, British Rail's freight sector is the toast of the railway. After years of decline, total carryings are rising again, and the sector is generating substantial profits - up to £46.3m last year, the best result for a decade.

Railfreight was the biggest contributor to BR finances last year (excluding profits from property development) even after deducting an operating loss of £5.2m on the Freightliner intermodal service.

The results represent a remarkable recovery from the trauma of the 1984 coal strike, which cost Railfreight £250m in lost revenue, and led to a total loss on freight activities of £264m in the 15 months to April 1985.

The turn round has been so dramatic that Railfreight is now being targeted as a candidate for early privatisation, which some commentators say could take place almost immediately.

Mr Kenneth Irvine, the author of *The Right Lines*, an analysis of privatisation options, put this view strongly

at a seminar held by the Adam Smith Institute in London last month.

Mr Irvine pointed out that BR has set a precedent for private train operation over its tracks by allowing Foster Yeoman, the aggregates company, to operate its own locomotives and wagons.

This principle could be adapted to allow a privatised Railfreight to rent track time, and possibly train crews, from BR, which would continue to own the infrastructure.

Mr Irvine's ideas are one of three main options for rail privatisation - the others are the sale of the network in one piece, and the creation of around 12 competing companies, as suggested by the Centre for Policy Studies.

Both the Transport Department and the Downing Street

Policy Unit are known to be considering options for privatisation, although Sir Robert Reid, the BR chairman, has made clear that he would strongly oppose the break-up of the network.

Meanwhile, much of Railfreight's attention is on the opportunities afforded by the progress of Eurotunnel's plans for a Channel Tunnel to open in 1993.

The tunnel offers huge benefits to BR, by plugging it in to the main European rail network for the first time and greatly increasing cross-Channel rail capacity.

BR is forecasting that it will carry around 7.5m tons of freight through the tunnel in the first year of operation, compared with around 2m tons which went by rail ferry in 1986.

Eurotunnel, which has an obvious commercial interest in BR's success, says the total could be as high as 10m tons, which would be an increase of around 500 per cent.

This sort of potential explains Railfreight managers are spending so much time on planning their response to the tunnel.

Even on the most optimistic estimates, cross-Channel traffic will make up less than 10 per cent of Railfreight operations - but if BR gets its sums right, it will be more profitable than much of the corporation's more traditional business.

BR has been criticised by Eurotunnel for allegedly failing to address the problems which could be faced in transporting freight from the North and Midlands around London.

Mr Alastair Morton, Euro-

tunnel chairman, says metropolitan congestion could be a serious constraint on freight capacity, and has argued for a new line to Kent along a route from Birmingham through Oxford, Reading, and Guildford.

However, the criticism is dismissed by Mr John Welsby, BR's director for international traffic, who says: "We are used to people being experts on our system, but we do not perceive that we have a problem getting round London with freight."

Mr Welsby says Railfreight's customers have no interest in the route their wagons take, or the speed at which they travel, as long as they arrive where they are supposed at the advertised time.

"The real consideration which affects the freight business is BR's ability to provide a

level of service to manufacturers and distribution companies which is reliable, high quality and on time.

"That is crucial. Whether we arrive at our destination point an hour or two later (than is theoretically possible) is a matter of some indifference to them."

"You are talking about the inventory costs of holding stock for an extra two hours, and that is peanuts compared to the importance of reliable transport."

BR has started the process of preparing for the tunnel by amalgamating its Freightliner operation with Speedlink - a network of timetabled trains serving 10 major terminals from well over 120 railheads.

This will allow BR to run mixed trains, including containers, swap bodies, flat bed

wagons, or whatever customers require, on regular scheduled runs.

Meanwhile, the corporation has commissioned a series of market surveys, in conjunction with the French, Belgian and West German railways, to identify probable traffic flows.

Two studies - into the automotive industry and the steel and chemical industries are already under way, and a third - into smaller markets between the UK and West Germany, is nearing completion. Further studies are to be commissioned later into smaller markets between the UK and other Continental countries.

Separately, BR has commissioned studies into the short-sea market, trends in cross-Channel and international road haulage costs and prices, and bulk freight opportunities.

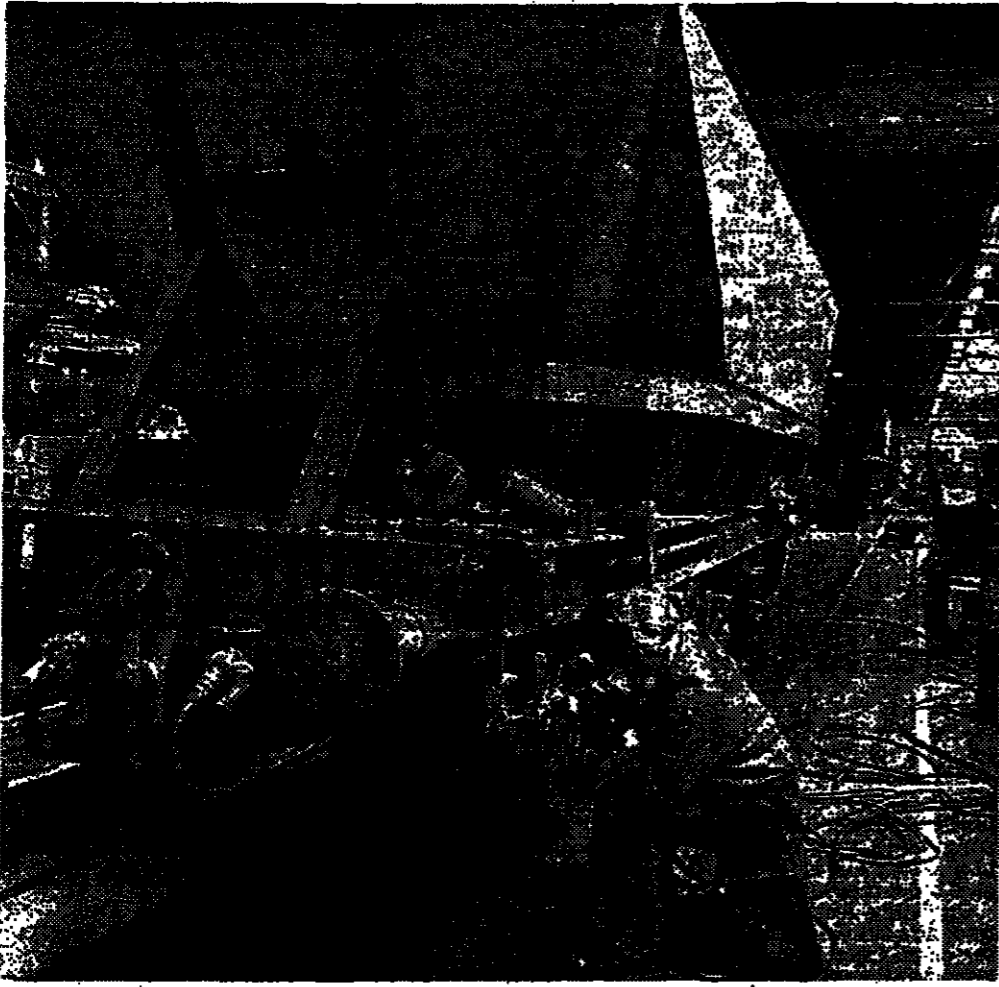
The three main railways involved in Channel tunnel planning have agreed on a three-stage approach to scheduling, which will start by concentrating all traffic between the UK and each Continental region along a single route.

The second stage will be to produce outline timetables for different levels of service frequency. This will depend on the traffic mix, demand, and other factors, but the aim is that most trainloads will be delivered within 24 hours, with a one, two or three day timetable for wagonload traffic, depending on distance.

The final stage will be a decision on the precise routing and timing of services, once a clear mixture of demand and capacity has emerged.

BR also has high hopes that its TOPS computer tracking system will be fully linked to the equivalent Continental systems by the time the tunnel opens, and that it will be able to track individual consignments, as well as wagons.

Kevin Brown



In greater demand: a freight wagon under construction at BR's Doncaster workshops

**PROFILE: OSTR**

**French group with an eye on UK**

**ENTHUSIASTIC TALK** among UK distribution companies about the new business opportunities likely to open up for them in Continental Europe during the 1990s is tending to overshadow the fact that establishment of a single internal market will create a two-way door.

For every UK company eyeing the European distribution market, there is a Continental counterpart running through the same exercise in respect of the UK. Among the many Continental distribution service operators well placed to move into the UK is the French group Omnium de Stockage et de Transport (OSTRA), which is in turn part of the UK-based distribution organisation Transport Development Group.

"We see as many opportunities for French companies to establish themselves in the UK as we do for UK companies to establish themselves in France. It is really a matter of following one's customers as they develop their business activities in Europe," Mr Florian Walewski, managing director of OSTRA, notes.

Mr Walewski was instrumental in setting up OSTRA as a holding company in 1973, backed by money from TDG

and some merchant banks. Prior to that, he had worked in a family transport business involved with barge, rail and road freight activities.

First acquisition for OSTRA came in 1974 with the purchase of a company called Royer et Cie. Based at Chalons-sur-Marne in north-east France, tanker operator Royer specialises in the long distance haulage of chemicals and oil. With a fleet of more than 170 vehicles and a staff of some 270, it is still one of the two biggest companies in the OSTRA group in terms of the number of vehicles operated.

The largest, though, is OSTRA's most recent acquisition, Innocent, which was bought a few months ago. Based at Avignon in southern France, the road tanker company operates a fleet of some 200 vehicles and specialises in the movement of dangerous chemicals and acids.

Innocent and Royer apart, OSTRA now has a dozen other French distribution service companies involved in activities such as bulk transport of liquids and solids, cold storage and distribution, national and international heavy haulage, national and international transport and warehousing,

and parcels delivery.

Altogether, the group currently operates over 750 vehicles in France, ranging from 10 tonne distribution trucks to heavy haulage units. Covered warehousing capacity exceeds 45,000 sq metres and it also has some 65,000 sq metres of cold storage facilities.

Reflecting the already established tendency for Continental distribution companies to operate cross-border services, international business now makes up some 25 per cent of OSTRA's total activities. That figure rises to around 50 per cent if OSTRA's purely domestic service operators are not included.

Major customers for various group companies include well known international names such as ICI, BP, Hoechst, Otis, Auchan, Roquafort, Mars and Renault.

In keeping with the current philosophy of the TDG group as a whole, OSTRA's general policy is to encourage individual companies to continue operating autonomously but also to start looking more keenly at possibilities for cooperating with fellow group members, both in France and outside, to further develop both national and international

business.

Within France, for example, OSTRA is beginning to develop a national parcels delivery operation under the name Transgold. So far, three of the group's regional parcels companies - Ballivet which covers northern France in an area broadly encompassed by Paris, Lille and Rouen; Berthet which is based in Lyon and covers the south-east of the country; and Jim Fret which covers the Bordeaux and south-west region - are involved. A fourth OSTRA regional parcels carrier, SOMAF, which covers eastern France, has not yet joined the Transgold network but may do so at some point in the future.

"Our objective is to develop a national parcels network in France which could liaise with other TDG parcels operations, such as Tuffnell in the UK, and with Iberia and other countries in Europe, to provide international services," Mr Walewski said.

"The pace of our development in the French parcels sector will depend on two key factors - profitability and opportunities. It may happen that we find an already established national network which we can acquire. There are still

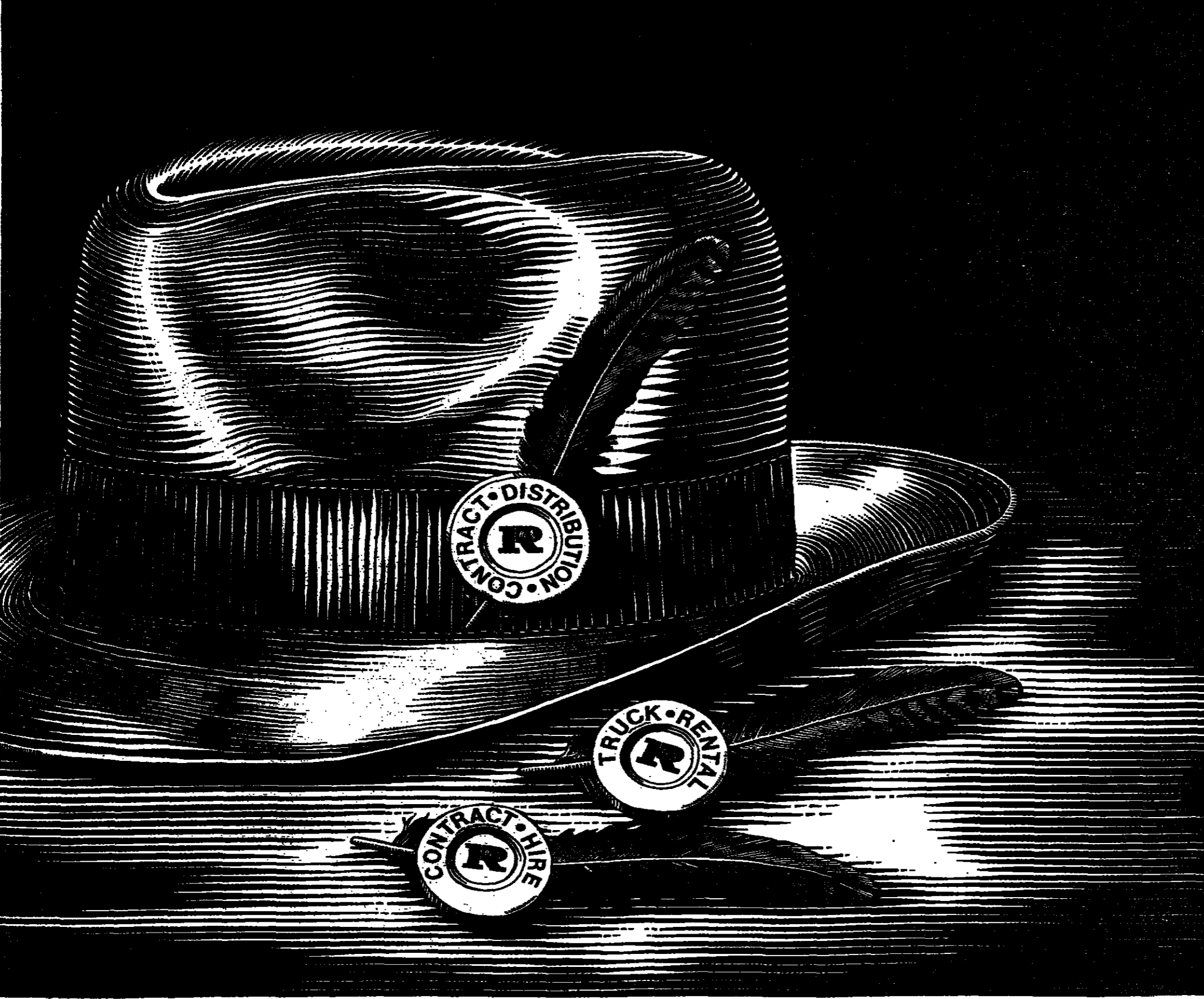
plenty of opportunities to acquire parcels companies in France."

Outside the parcels market, OSTRA is also looking at the possibilities for developing general national and international activities. Among the development options being considered are more acquisitions and what Mr Walewski terms the transfer of skills. By this, he means the employment of individuals with particular skills and the use of TDG's expertise in areas such as automated warehousing.

OSTRA's acquisition interest extends to finding a partner in the UK. Mr Walewski says that this could be a UK company looking to set up or reorganise distribution operations in France.

The customer could deal with TDG in the UK, which would, in turn, leave the actual on-the-ground organisation to OSTRA. The latter would then employ French nationals on the operation to ensure full understanding of the local language and market conditions and use TDG's general distribution industry operational skills to further improve efficiency.

Phillip Hastings



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## DISTRIBUTION SERVICES 6

The beer industry is potentially a huge market for specialist distributors

## Brewers are urged to contract out

WHETHER OR not to contract out the distribution of beer to a third party carrier or lease back delivery vehicles are issues currently being examined by the brewing industry.

Many of the major companies in the industry for some years have contracted out deliveries to the take-home trade, which includes supermarkets and cash and carries. In the take-home trade products are either canned or bottled and require few of the complex skills that are needed to deliver casks of beer to the many thousands of outlets that make up the British pub trade.

Only a handful of brewers, including Boddington Brewery in Manchester, have contracted out this business but other brewers are actively investigating the matter. Mr David Alvarez, divisional general manager of TNT Brewery Distribution, said: "We are talking to a lot of brewers about the contracting out of their distribution."

Elders IXL, the Australian brewing, pastoral and financial group, is currently conducting a major review of its internal distribution services at all its brewing operations. These include Courage in the UK, Carling O'Keefe in Canada and Carlton Brewery in Australia. The review, being conducted by Linfox, an Australian specialist distribution company, is expected to be completed by the New Year.

TNT Brewery Distribution is the only specialist division to have been created by a distribution group to seek business specifically from the brewing industry which is a potentially huge market for specialist distributors.

Mr Alvarez, who was hired from the brewing industry to build up the division, said TNT had recognised that the brewing industry was exhibiting many of the features of other

companies which were seeking to contract out their distribution. These included:

- Industrial relations problems.
- Restrictive practices within internal distribution.
- Low productivity.
- High wages.
- Declining markets and therefore rising unit costs.
- A need to release capital for improving other aspects of the business which in the case of the brewers includes large investment in pub refurbishment.

Advantages of contracting out, he said included the fact that brewers could concentrate on their core businesses. Specialist distribution groups were skilled in setting up systems from scratch and could also draw upon other resources within the organisations.

Mr Alvarez said: "If for example a brewer wants some beer delivered in a hurry we have a same-day delivery service."

Boddington, a medium sized regional brewer, investigated the contracting out of its distribution after it decided last year to close Oldham Brewery, one of its three breweries.

It was impossible, the group decided, for the distribution services within the two other breweries at Liverpool and Manchester to take on the distribution of additional loads of beer brands, production of which had been transferred to them.

TNT set up a centralised warehouse near Wigan from which it provides a retail and wholesale delivery service to



Traditional beer distribution: these days, specialist contractors are after a share of the UK's 35m barrels a year business

all Boddingtons public house customer.

TNT's sales pitch, said Mr Alvarez, did not focus on savings to be made by contracting out a service. Mr Alvarez said that savings were generally made because TNT was setting out from scratch. However, TNT preferred to emphasise improvements in service.

Boddington's experience throws light on one of the reasons more companies have not opted for contracting out their distribution. In February its

distribution workers at Manchester and Liverpool - members of the Transport and General Workers Union - went on strike in protest at the proposal. One week's beer deliveries were lost before the strike was resolved.

Mr Hubert Reid, Boddington's managing director, said contracting out was part of a package of measures - including the re-organisation of production and packing facilities - which would improve efficiency and customer service.

In addition to contracting out distribution services brewers are examining options including sale and leaseback deals - a general development in the distribution industry. Grand Metropolitan Brewing announced in June what is believed to be the UK's biggest sale and leaseback deal for physical distribution equipment.

The deal, worth about £27m, covers 500 trucks, 280 trailers and 300 lift trucks. The trucks and trailers will be bought by Ailsa Truck Finance, the financial services arm of Volvo

Trucks (Great Britain). Ailsa will replace the fleet with new Volvo vehicles over five years. The lift trucks will be bought by Barlow Handling, the UK distributor for Hyster fork lift trucks and will also be replaced over five years.

According to Grand Metropolitan Brewing the company expects to cut its 1990m a year distribution costs by several million pounds.

Mr Roger Young, group director at Grand Metropolitan Brewing, said the deal would provide the company with an

immediate cash injection while increasing capital flexibility and removing non-earning assets from the balance sheet.

Mr Young said more and more people were realising that distribution was part of the total business proposition. The leasing deal, he said, was a way of adding value rather than simply a cost.

He said that the fact that GrandMet had done a sale and leaseback deal did not preclude it from contracting out its distribution. "At the time we felt the sale and leaseback was the right thing to do," said Mr Young.

According to the major brewers there are few companies in the industry, particularly the larger groups, that are not, or have not, given serious consideration to contracting out to a third party.

TNT is articulate about the advantages. Brewers cite several disadvantages. They include:

- Industrial relations difficulties - as have been experienced by Boddington.
- The loss of in-house skills.
- The danger of escalating costs unless there is plenty of competition among third party distributors.
- In buying a service - which is open to other brewers - the

individual brewer could lose competitive edge.

Certainly it is likely that more brewers - at a time of increasing competition in the industry and large-scale investment in pub refurbishment and beer brand promotion - will be contracting out all or some part of their distribution.

The opportunities presented by this large industry which delivers in excess of 35m barrels of beer to its customers every year are not lost on the distribution industry. One brewer said: "The contractors really are on a soap box to the industry at present."

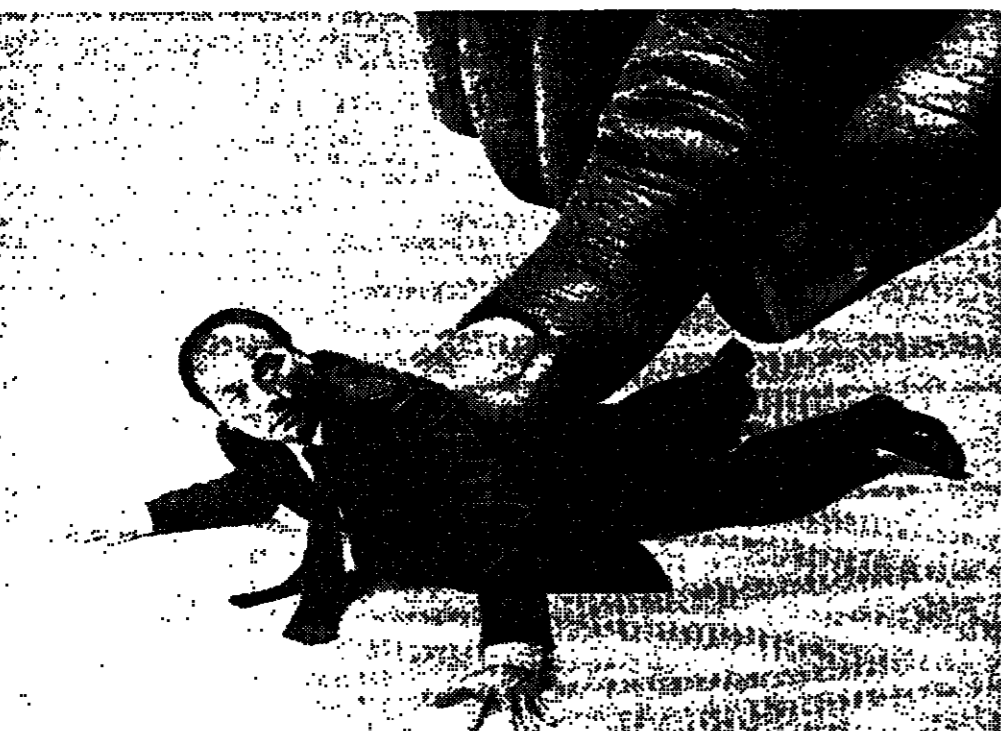
One or two brewers have just put out distribution partially to a third party - a strategy that can help monitor costs and efficiencies.

Whitbread, one of Britain's largest brewers, put its London distribution out to British Road Services - now part of National Freight Consortium - eight years ago. It has been a successful relationship but not one that Whitbread has extended to the rest of its operations.

For since the early 1980s Whitbread has developed its own in-house skills, assisted by the recruitment of professional managers and increased training, to such an extent that it is now seeking to offer itself as a third party distributor.

Whitbread said: "We are striving to provide the highest quality service to our customers and our people are so committed that we are offering the service to third parties."

Lisa Wood



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## LEASING

## EC rules uncertainty provides a boost

UNCERTAINTY OVER the precise implications of the planned European Community single internal market, caution about general economic prospects, and changing financial considerations, are encouraging more companies to lease, contract hire or rent their distribution vehicles and equipment rather than opt for outright purchase.

European considerations - the run-up to 1992 and the scheduled opening of the Channel Tunnel the following year - are likely to encourage many commercial vehicle operators to expand beyond purely domestic activities into more general European Community distribution operations.

But their distribution fleet development plans and those of established international operators are still being hampered by the somewhat halting progress of efforts to standardise the weights and dimensions of trucks and trailers within the EC.

The UK, for instance, is still stalling on the issue of allowing 40-tonne lorries on its roads. The current 38-tonne limit on articulated vehicles puts the UK out of step with most of the rest of the EC where the maximum gross weight allowed ranges from 40 tonnes in France, West Germany, Spain, Portugal and Greece to 50 tonnes in the Netherlands.

The limit of 32.5 tonnes for drawbar units in the UK is even more out of line with most of EC where again the maximum weight allowed varies from 40 to 50 tonnes.

More positively, some commercial vehicle legislative changes are working their way through for instance, from next January the UK will accept refrigerated trailers built to a total width of 2.6 metres, as against 2.58 metres at present, which will bring the country into line with a number of other European countries.

However, with the timing of other legislative developments rather less certain, UK distribution fleet operators now sometimes find themselves caught between acquiring new equipment which will meet existing UK laws and vehicles and trailers units which will be compatible with, and comparable to, those being employed elsewhere in Europe.

That situation has provided an additional opening for commercial vehicle leasing and rental organisations, many of which are in any case increasingly looking to spread their wings through the EC, to promote their ability to supply the very latest types of equipment for use in Europe. The UK-based truck and trailer rental/contract hire organisation BRS, for example, recently ordered some new 2.6-metre trailer units from a West German manufacturer to meet the planned changes in UK legislation next January.

Trailer rental organisations in the UK cannot expect to be able to meet the demands of their customers in the future unless they are prepared to offer them trailers suitable for

operation throughout Europe," commented Mr Colin Barr, BRS group marketing manager trailer rental. "With that in mind, we are generally purchasing more trailers which are suitable for European operations, for example, triaxle stepdeck tilts and triaxle straightframes tilts."

Similarly expanding its fleet with the general European market in mind is TIP Europe which now claims to be the region's largest trailer rental organisation. The company recently announced a £30m investment programme to add another 2,000 trailers to its existing near 10,000-strong fleet. According to TIP, the new trailers will be designed to "take maximum advantage of recent weight and dimension legislation and many will have intermodal flexibility to allow for the movement across Europe by both rail and road."

Another area of uncertainty which is encouraging distribution fleet operators to look at alternatives to outright purchase centres is the general outlook for domestic and international trade. With no one able to say for sure whether the world is heading for recession, or at least a significant downturn in trade, some companies feel happier meeting their distribution fleet needs via hire purchase, rental, financial leasing or contract hire arrangements than outright purchase.

With new trucks now costing at least £25,000, trailers £10,000 or more and maintenance costs soaring, fleet operators cannot afford to acquire equipment which could become surplus to service requirements.

Adding to the case against outright purchase, Hertz Leasing claimed in its 1988 Hertz Report on the vehicle fleet market that some of the general costs arising from outright purchase were in any case invariably overlooked or understated.

Chief amongst them is the impact on corporate cash flow for outright purchase. This is immediate and, in many cases, significant. The company is thus deprived of liquidity that could otherwise be devoted to developing the business, says the report.

For those companies which decide to seek an alternative to purchase when building up or expanding their vehicle fleets, one alternative is financial leasing which involves the lessee paying a rental for vehicles which he never actually owns. The rental covers the lessor's capital cost plus interest and profit over the period of the lease. As with loans and hire purchase, costs such as maintenance and insurance are retained by the lessee.

Meanwhile, changes over the last couple of years in UK taxation legislation have accelerated moves towards off-balance sheet funding in the form of contract hire and rental. Similarly, general adoption of the Statement of Standard Accounting Practice SSAP 21, which requires finance lease obligations to be shown as liabilities on a company's balance sheet, has encouraged more

fleet operators to look at operating leases such as contract hire which allow for off-balance sheet accounting.

Operating leases and contract hire are based on the lessor or contract hire company acquiring the vehicles, predicting the residual value of the vehicle at the end of the hire period and charging a rental which reflects the predicted depreciation over that period, the interest, the cost and the profit.

Fitting in with all the other methods of vehicle acquisition is rental, an option which is particularly useful for companies experiencing seasonal upturns in business or other short-term demands.

Mr George Inch, group sales and marketing director for BRS, which is currently experiencing business growth of 33 per cent a year, says perceptions have changed and operators have, in the main, opted to get rid of spare vehicles and rent-in to fill the gaps.

Philip Hastings

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**DISTRIBUTION SERVICES 7**

Methods of delivery have been transformed over the past two years

**How news was hauled off the rails**

A QUIET revolution has transformed the national newspaper distribution industry over the past two years. A complete move from rail to road delivery, a growing concentration of newspaper wholesalers and the sweeping aside of many traditional relationships.

The origin of the dramatic changes in the way that newspapers travel through the night from the printing presses to the reader, as do many of the recent changes in the national newspaper industry, with Mr Eddie Shah, the founder of Today.

Because of fears that he might not be able to get his revolutionary newspaper delivered, he began setting up his own distribution channels including the awarding of local franchises. In the end, distribution turned out to be only one of Mr Shah's pressing problems.

Rather like the Fleet Street revolution itself however, it was Mr Rupert Murdoch, the News International chairman who made the process of change in newspaper distribution, that Mr Shah had only hinted at, irreversible.

It was the move of all News International titles to Wapping in a single weekend and the subsequent battle with the print unions that attracted all the attention and the headlines at the time.

But it was the road distribution system put together in a matter of days by TNT, the Australian transport company in which Mr Murdoch has a small stake, that played a vital role in the equation. Within a remarkably short period the

papers were getting through normally and Mr Murdoch had proved it was possible for a newspaper publisher to deliver newspapers by road direct to the retailer in London and to the wholesalers in the rest of the country.

The process of change began to accelerate a year ago last June when Mr Robert Maxwell, publisher of Mirror Group Newspapers, sent a letter to British Rail thanking them for delivering the Daily Mirror for 80 years but adding that from July 1 1987 the Mirror would be travelling by road.

It was the end of the line for the special newspaper trains that sped through the night as staff sorted out the newspapers on board. The service was plunged into loss and British Rail seemed to lose the appetite for trying to save what was left, a freight contract worth about £17m a year.

The BR service survived for another year but after a few attempts to put together a residual skeleton service national newspaper trains became a thing of the past in July this year.

The bulk of national newspaper delivery is now in the hands of two road haulage companies. TNT carries News International titles and the Telegraph, and Newsflow, the National Freight Corporation subsidiary, delivers the rest of the national newspapers.



Rupert Murdoch: made the process of change irreversible

apart from the Independent and the Observer both of which print at different sites around the country.

Although TNT is widely acknowledged as operating an efficient service other proprietors seemed reluctant to commit themselves to a delivery system so closely identified with Mr Murdoch.

"We got 90 per cent of the available contracts," says Mr Douglas Cartin, managing

director of Newsflow, although there are disputes over what this means in volume terms.

The industry believes that the TNT system is running at a loss because it has not been able to attract business from other national newspaper proprietors.

The transformation of the newspaper distribution business has, however, been more profound than just a move from rail to road transport.

Since then the position of the large wholesale companies has strengthened as small wholesalers have gone out of business or been absorbed. Not only have the W.H. Smiths and the John Menzies the resources to invest in sophisticated computer systems but they are also benefitting from the rapid growth in the consumer magazine sector.

Mr Maxwell followed News International with his own less drastic rationalisation of wholesalers, many of them operating only on Sundays. Mirror Group Newspapers set up a system of newspaper

"dumps" around the country and a reduced number of wholesalers were given the task of taking the newspapers on from there to their final destination.

According to Mr Patrick Morrissey, managing director of MGN, the number of wholesalers he uses has fallen from 2,000 three years ago to around 230 now.

In London the Murdoch solution has led to a rationalisation of wholesale newspaper distribution territories so that for the first time wholesalers have their own exclusive slice of the London area.

Newspapers have complained about the lack of competition but it has ended wasteful duplication and crazy situations such as different wholesalers supplying the newspaper kiosks on different

platforms at Surbiton station.

The revolution in newspaper distribution is far from over. "It has only just begun," says Mr Morrissey.

MGN is now considering whether to follow the example of Mr Murdoch and deliver direct to the newsagent in London - something that would mean further cut jobs in wholesale distribution in the London area.

Even more radical thoughts are circulating in the newspaper industry. Would it be possible to go direct to the newsagent all over the country, thereby saving the wholesaler's margin? Would it be feasible to go even one step further and professionalise newspaper delivery direct to the home?

Such radical steps are unlikely in the immediate

future but are prompted by the costs involved in the present system. MGN estimates that it costs between £130m-£140m to get its newspapers from the printing plant into the hands of the reader - a far larger charge than any other item on a publisher's bill including either newsprint or editorial.

Another trend is worrying publishers. According to Mr Morrissey the number of newsagents interested in home delivery is gradually declining. If this trend continues, publishers who believe they cannot rely on casual sales alone may be forced to take some action to protect circulations.

For the moment the position of the larger wholesalers, at least outside London, seems secure.

When Mr Shah, the man who provided the catalyst for change in the newspaper industry launches his new national newspaper, The Post, next month, he will use the traditional wholesale distribution network.

Raymond Snoddy

Single EC market means change for freight forwarders

**Sector must rethink its business**

THE PLANNED creation of the European Community single market is encouraging traditional freight forwarding and road transport groupage service operators to look at ways of significantly expanding the scope of their distribution services.

Already, many such operators are pushing on with the development of full door-to-door express delivery services throughout the Community. Now, some of those companies are looking to develop related warehousing and storage activities to enable them to offer comprehensive pan-European distribution systems.

Spurring them on is the generally held view in the distribution industry that the changes in trading activities likely to be triggered by the EC single market development offer a threat as well as an opportunity to forwarding and groupage companies operating traditional intra-European transport services.

The threat, it is claimed, will come from other organisations offering more sophisticated and wider-ranging European-wide distribution systems along the lines of those already established in United Kingdom and other domestic markets.

Included in that category are major express delivery companies like TNT and Federal Express which are planning major Europe-wide develop-

ment of their already fast-growing UK domestic contract distribution operations. At the same time, established general road transport groupage services like the Transport Development Group and Christian Salvesen are also building up their continental European business.

Meanwhile, fast-growing distribution group Rockwood Holdings plans to follow up the recent acquisition of several international freight forwarding companies, including major operators Mercury Airfreight and Walford Meadows, with other similar moves in Europe, as part of a broader plan to develop integrated domestic and international services.

Explaining why freight forwarders and groupage operators will need to rethink their approach to the European market, distribution industry observers point to the fact that at present, for example, international haulage vehicles moving freight between the UK and other European countries tend to pick up and drop their loads at certain key centres, leaving local companies to handle collection and delivery activities outside those points. Major factors determining that pattern of operation include licensing restrictions and the problem of finding return loads for vehicles venturing outside the main centres.

With the advent of a single European market, though, UK

vehicles should be legally able to carry domestic traffic within other European countries, making it easier and more economically viable to develop door-to-door distribution in those markets. The same should also apply to other EC vehicles running into the UK. The challenge for forwarding and groupage companies will be to use the opening up of European trading and transport markets to their advantage.

Prominent among the UK forwarding organisations already heading in that direction is LEP International. Earlier this year, the company revealed plans to build up a pan-European warehousing and distribution system over the next three years along the lines of the UK based domestic distribution operation Swift Transport Services which it acquired in 1985. Since being bought by LEP, Swift's annual turnover has more than doubled to £25m and the company is now operating a fleet of 455 vehicles.

To build up a European network, LEP is looking to acquire national transport companies, generally with around 300-600 employees, in West Germany, the Benelux countries, France, Spain and Italy.

"When the deregulated market appears, Europe will need a coherent approach to freight management and an infrastruc-

ture capable of taking advantage of changing regulations and new customer requirements," Mr Andrew Edmarsh, the LEP executive heading up the new project, explains.

"We believe that amalgamating contract distribution with some facets of the traditional European groupage forwarding market will be highly beneficial. We are aiming to offer a well-developed, reliable and time-definite freight system across Europe."

The key to success for forwarders intent on developing their intra-European and other international distribution services is becoming information technology. The movement of information is now often seen as just as important as the physical movement of goods and major exporters are tending to put their business with those forwarders which have the best communication systems.

"If the forwarder is not simply going to jog along but is actually going to develop and prosper then I believe he has to give his customer a system which provides information and control and well as expertise," comments Mr Colin Mitchell, chairman of UK forwarding company, Hill & Delamare.

"In its simplest form, where the forwarder has developed a geographical niche market, control can be effected by simply ensuring that the freight remains within his own controlled network of offices. At a more advanced level, it requires computer tracking and information systems capable of intelligently interfacing with others around the world."

One company which has just adopted this approach is intra-European express freight operator Pandalink which will shortly be introducing a new computerised system for tracking and tracing consignments throughout its system. The new system will come fully on stream when Pandalink completes the integration of its operations with those of Air Express International, the company which took over the forwarding organisation, Pandair International, last year.

"We were already looking at developing such a system prior to AEI coming on the scene. Luckily for us AEI already had an IBM tailored system which we could lock into. We are now very nearly at the stage where we can come fully on line. Most of our stations are now on and the rest will be by the end of this year," Mr Richard Johnston, general manager of Pandalink, explained.

Computerisation also features strongly in the plans of leading intra-European groupage operators. UK-based Europa Freight Corporation which has recently installed computers at its hubs in Erith, Kent and Paris and plans to extend the system to cover its whole European network by the end of the year.

"The Paris-UK link means that we can complete UK customs entries in Paris, transmit the details down the line to Erith which then feeds them direct into Dover DTI and vice versa for UK export traffic into the French customs system. Effectively, the person completing the entries in Paris is connected direct to Dover DTI," a Europa spokesman said.

In keeping with present-day market demands for specific products, Europa is now mar-

keting three basic types of service for UK shippers and importers - Elite, Express and Groupage, covering Western Europe and Scandinavia. The Elite service offers guaranteed 24-hour, door-to-door delivery to major centres in most of that region; Express services normally offer guaranteed 48-hour door-to-door delivery, although that goes out to 72 hours for some points in Scandinavia and southern Europe; and Groupage-service transit times range from 48 to 72 hours for points like Brussels, Paris and Amsterdam to 86 hours to Scandinavia.

Phillip Hastings

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## DISTRIBUTION SERVICES 8

Forecast that revenue could match that from passengers

## Air freight demand zooms skywards

WORLD DEMAND for air freight is rising at a rapid rate. More cargo capacity is available than at any previous time, as world airlines modernise and expand their fleets with larger aircraft with more passenger seats and more cargo space.

One consequence is much tougher competition, with airlines unable to charge for air freight at the rates they would ideally like.

This competition is set to accelerate, especially among European airlines, as members of the European Community prepare for the single European market in 1992, with the application of EC competition rules to air transport, a sector that has hitherto largely failed to observe these rules.

Air cargo has quadrupled in volume over the past decade and some airline cargo managers have forecast that revenue from air freight is set to match revenues from airline passengers.

Lufthansa, the West German airline, claims to be the "world's number one airline in the scheduled freight business", although the specialist US Flying Tiger all-cargo airline remains the top overall carrier of air freight.

A measure of the scale of the scheduled airline air freight business is given by the Lufthansa's performance. The volume of freight carried by the airline rose by 14.5 per cent to 726,955 tonnes, with an additional 24,773 tonnes of mail carried. However, Lufthansa's

gross freight revenue was up only 0.4 per cent to DM 1,966m, reflecting partly the impact of the negative impact of the falling US dollar rate and partly sustained competitive pressures.

British Airways, which carried more passengers than any other western airline outside the US last year, handled 285,000 tonnes of air freight at its cargo centre at Heathrow airport, London, in 1987-88, a rise of 21 per cent compared with the previous year. In terms of the scale of the BA air freight business, measuring the distance the freight was carried, the airline operated 18 per cent more freight tonne kilometres in the year to the end of March than in the previous 12 months.

Overall, the UK exported 300,000 tonnes of freight by air in 1987-88, a 6 per cent growth compared with the previous year. Imported air freight into the UK, on the other hand, jumped by almost a quarter, 24 per cent, to 365,000 tonnes.

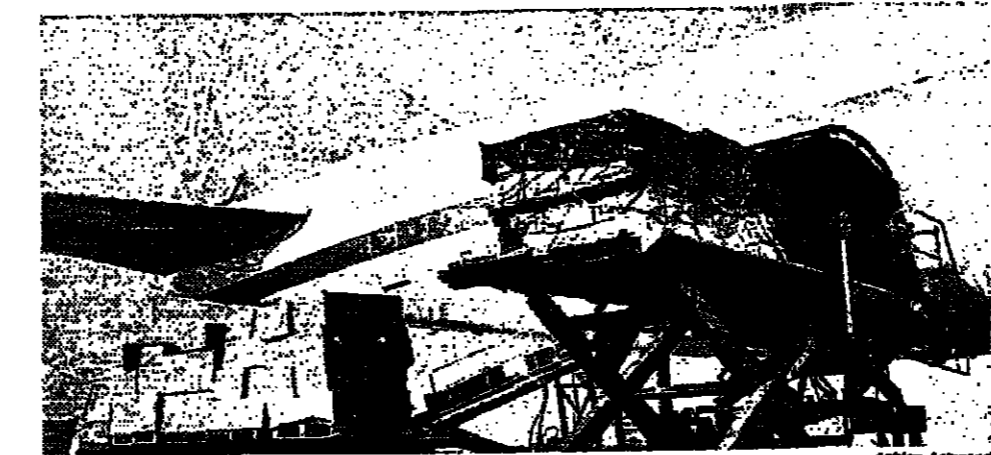
Mr Bery Knill, the market planning manager of British Airways Cargo, said that, typically, there was a greater volume of air freight inbound for the UK than exported. Nevertheless, "over the past two

years, there has been a phenomenal growth in air freight imports to the UK." The single most dominant factor had been the strength of imports from the United States, arising from the weak dollar. Forty per cent of all UK air imports came from the US.

Mr Geoff Bridges, the managing director of British Airways Cargo said accelerated growth in the world air freight market had been mainly in the premium sector, which now exceeded the traditional, or "hard" cargo market.

In the case of the US market, some of the typical products that had helped boost US air exports to the UK included high technology products, especially computers and computer peripheral equipment. But high value fresh fruit, such as out of (UK) season grapes and strawberries from California, added to the bulk of imports. Urgent machine and car parts also added to the tonnage imported by the UK.

The UK market for air freight is unusual in several respects. First its airports are not necessarily the most well placed in Europe to act as collection hubs and entrepôts for the efficient collection of air freight for collation and



Virgin Atlantic cargo services at Gatwick Airport

onward distribution. One result is that some UK airlines have adopted continental centres to act as a focus for cargoes drawn from other continental sources.

Virgin Atlantic and British Airways both use Maastricht in the Netherlands as a continental base, with Virgin using the airport mainly as a hub for passengers onward bound for the US. Emery Air Freight, one of the US specialist air freight operators, also uses Maastricht as its European hub. British Airways also has secondary

distribution hubs at Lyon, France and Helsinki, Denmark.

BA has its own truck fleet and distribution network and uses Maastricht as its main European trucking centre for consolidation of air freight for its Boeing 747 containers. "The lion's share of this freight is then trucked by lorry to Heathrow airport, to the airline's cargo centre," Mr Knill said. "We took a strategic decision to spread the air freight business and to concentrate on the whole world, with western

Europe as a single market."

Overnight roll-on roll-off freight lorries are almost as quick, and as competitive in price, as air freight for travel in a radius of about 400 miles from the south east of England. This takes in cities about as far as Frankfurt, which is the main West German cargo hub for Lufthansa. Airlines operating into the main south east airports tend to concentrate much more on passenger traffic, using small to medium size aircraft with a fast turn around time, with

less emphasis on air freight.

However, this pattern is set to change. Already, the wide body Airbus Industrie airliners are increasingly common in the skies of Europe and airlines can ill afford to ignore the immense cargo capacity they offer. Similarly, over the winter of 1989-90, BA, for example, is set to introduce its own wide body fleet of Boeing 767 airliners. Eleven of these aircraft are on order for the airline and they will be specially fitted to be able to carry full size cargo containers that are compatible with the hold of the Boeing 747 jumbo jet, the world's largest commercial jet airliner and the main air freight aircraft.

"The 767 will give us a better spread of service, with seven of the aircraft expected in service by summer 1990," Mr Knill said, "but the lorry trucking on the Continent will continue."

One common problem for air freight operators is to ensure the freight containers, shaped to fit inside the semi-circular aircraft fuselage profile, are full to the brim. Otherwise the aircraft is carrying expensive empty space for no reward. BA devised a novel way of cutting the weight of an air freight

container and at the same time solving the problem of how to find out if every space is used. Mr Knill estimated that as much as 40 per cent of a container volume was wasted by inefficient packing.

The solution was to replace the traditional fuselage shaped aluminium air freight containers with see-through clear plastic polycarbonate containers. The airline industry had previously opted for ultra light weight aluminium containers, but these were easily damaged, repair costs were excessive and cargoes were damaged.

BA now has 500 of the new see-through plastic containers, the same weight as the light weight aluminium containers, but not subject to damage.

With airlines concious of the single European market rapidly approaching, pressure is already building up among freight distributors, for even more deregulation than is proposed for the airlines themselves. The Freight Transport Association, representing shippers and freight operators, claims that in the UK, airline ground handling and ancillary charges at airports are determined by a cartel of airlines and are not subject to restrictive practices legislation.

The FTA believes these charges should be deregulated and set by market forces, "or at the very least made subject to the EC competition rules."

Lynton McLain

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London listing is planned for the highly successful National Freight Consortium

## The employee-ownership factor

WHEN THE National Freight Consortium is floated on the London stock exchange early next year, it will be one of the most unusual companies ever to obtain a full listing.

NFC is a workers' company. Around 40 per cent of its shares are held by some 25,000 employees - and a further 40 per cent owned by their families and by pensioners.

This unusual shareholding structure dates back to when the group was privatised back in 1982. Although the company was regarded as a prime candidate for privatisation - it was singled out as such in the Conservative manifesto of 1979 - there were few likely buyers in the corporate sector and a flotation was impossible. The group's profits record was



NFC's Sir Peter Thompson

patchy and its financial position weak. However, a group of senior managers, led by Sir Peter Thompson, the current chairman, decided that, despite its poor performance, the group had immense underlying strength. They led an employee buy-out, with some 10,000 employees and pensioners subscribing for 54m of shares, and further funding coming from 251m of bank loans.

The deal was not a bonanza for the government's coffers. It had to pay 247m of the proceeds to top up NFC's pension fund and it also had to write off some 210m of debts.

The bonanza was reserved for the employees. The privatised group was quick to boost its profits and when the share price was last set on the group's internal market, employees had seen their investment increase in value 52 times. Several millionaires have been created and lorry drivers have been able to retire to tax havens. When the share price was last set on the internal market, the group was capitalised at 250m.

The core of the group's successful strategy has been the gradual withdrawal from general road haulage, which tends to be characterised by cut-throat competition and low margins. More and more companies are now "contracting out" their distribution functions to outside operators - who can offer an upmarket service with fleets of lorries delivering goods from dedicated warehouses after receiving orders from the customer's computer system.

Such sophisticated distribution systems are vital for companies which want to operate just-in-time stocking systems. They also bring higher margins to companies, like NFC, which operate them.

NFC's business portfolio is, in fact, remarkably diverse with operations such as travel services as well as an interest in the consortium which has been chosen to develop the 25th King's Cross site.

The group also includes Pickfords Removal Services, BRS (the old British Roads Services) and Lynx, the parcels distribution business, which despite a re-launch still lost money last year.

However, the group as a whole is firmly in the black with pre-tax profits reaching 247m last year (from 111.8m in 1983) whilst turnover has increased from 2493m to 2911m over the same period. The company has forecast profits of 263m on turnover of 31.2bn this year.

It is an impressive record for a company heading for flotation, but the run-up to a listing has been more complex than most. Sir Peter believed strongly that employee ownership was the key to the group's success and thus wanted to guard against a hostile takeover by giving employees dual voting rights.

The Stock Exchange was not happy about the idea. It wanted the shares to have differential voting rights only if such rights remained with the shares when they were sold. After much debate, the two sides eventually reached a compromise. Employees will not have a dual vote but a share trust, representing the interests of employees, will have a special share which will be equal in value to the employees' votes.

That "golden share" may help protect NFC from takeover but even the golden share will not protect the company in the long term if the employees choose to cash in their holdings. For years, NFC's shareholders voted against such a move and the decision was only taken when it became clear that the company needed funds for expansion.

Earlier this year, NFC acquired Allied Van Lines, a US removals company, for 100m (£56m) - its third acquisition in the States following the purchase of Merchants Home Delivery Services and Dauphin Distribution. As a result, NFC has what it claims is the first centrally-owned worldwide removals network, with bases in Australia, New Zealand, Japan, Hong Kong, Singapore and the Middle East, as well as Europe and North America.

Further acquisitions are planned, both across the Atlantic and in Europe, which the company sees as a major area for expansion. And although NFC has already brought in outside institutional shareholders,

there is a limit to the funds which could be raised whilst the group had only an internal market for its shares. Flotation will probably take the form of an introduction but will be preceded by a rights issue to raise up to 100m. Although the company hopes and expects that some of its employees will take up their rights, others will doubtless sell their entitlement in the market, thus widening the shareholder base.

It will be interesting to see

whether the unusual nature of the group's shareholding structure attracts, or repels, the outside investment community.

Will the ethos of the group change once it goes public? The management hopes not. "We don't intend to change," said Mr James Watson, the deputy chairman "we want to hold on to people's involvement in the business".

Phillip Coggan

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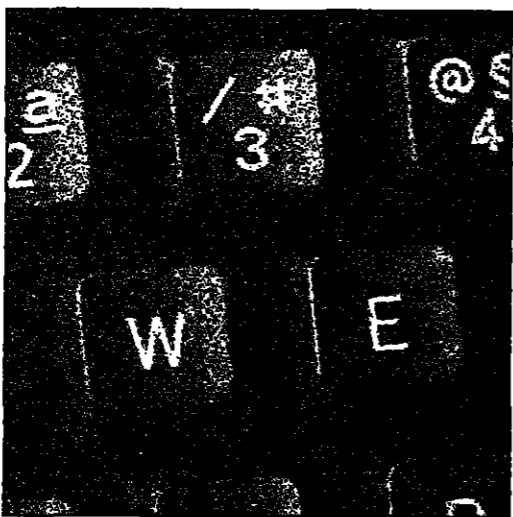
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